

**HUD's Center for Community and
Interfaith Partnerships:
Resources for Empowerment
and Opportunity**

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Table of Contents

- I. Reinventing HUD to Serve Communities
 - HUD's Mission and the Secretary's Goals
 - HUD Believes in Faith-Based and Community Development
 - The Steps HUD Has Taken
- II. The Center for Community and Interfaith Partnerships
 - Faith-Based Organizations
 - A Critical Role
 - Faith-Based Facts
 - Inspiring New Partnerships
 - The Center in Action
- III. HUD Programs and Funding
 - An Overview
 - The SuperNOFA Process
 - Consolidated Plan
 - Community 2020 Software
 - HUD Program Descriptions
 - Formula Programs
 - Competitive Programs
- IV. Building Successful Community Initiatives
 - Steps for Success
 - How to Form A Nonprofit Organization
 - If You Are a Faith-Based Organization
 - What Works in Communities
- V. Resources and Contact Information
 - HUD Resources
 - Center for Community and Interfaith Partnerships
 - HUD Websites
 - HUD's Clearinghouses
 - Secretary's Representatives
 - HUD Field Offices
 - Resources Outside of HUD
 - Community Organizing Networks
 - Technical Assistance
 - Funding
 - Surfing the Web

VI. Appendices

Separation of Church and State in HUD Programs

Glossary of Terms

Reinventing HUD to Serve Communities

While the nation as a whole currently is enjoying unprecedented economic prosperity, many communities continue to suffer from poverty, lack of opportunity, and physical neglect. The free market is not helping these neighborhoods. Government programs by themselves have not been a panacea for all these areas. Where real change is being realized in neighborhoods, there typically is a grass roots organization leading the way and mobilizing the resources in the community.

Community-based development – systematic development with the sustained participation of the residents and institutions of the particular community – is crucial if hope is to re-blossom in these neighborhoods. Community development corporations (CDCs) and other local nonprofits, acting in partnership with residents, churches and congregations, business people, and other leaders of the communities they serve, are creating the conditions for sustained positive change. They utilize local assets to solve local problems. In many cities, grass roots organizations are the most productive developers of affordable housing and are active developers of employment opportunities.

As a result, HUD is working hard to strengthen its partnerships with community and faith-based organizations. In the words of then Secretary Andrew Cuomo,

“Our challenge is to engage partners in a new way to support the critical housing and community development efforts of community and faith-based organizations...By working together, we can maximize the use and impact of our mutual resources in addressing poverty, joblessness, homelessness, and the affordable housing crisis.”

HUD’s Mission and the Secretary’s Goals

HUD has reinvented itself in order to become more responsive to its customers and their communities. HUD's mission is to promote adequate and affordable housing, economic opportunity, and a suitable living environment free from discrimination. HUD’s strategic goals are:

- Increasing the availability of decent, safe and affordable housing in American communities.
- Ensuring equal opportunity in housing for all Americans.
- Promoting family self-sufficiency and the accumulation of assets by families and individuals.
- Improving community quality of life and economic vitality.
- Restoring public trust in HUD.

HUD Believes in Faith-Based and Community Development

The way for HUD to reach its goals is to empower communities to meet local needs. Empowerment is the right role for the Federal Government, a role that says “Washington can help communities thrive, but the decisions and power must be closest to the people.” Community and faith-based groups provide key elements for community development.

- They express value systems which provide a framework for action.
- They make helping people the highest priority.
- They provide the motivation to launch new projects and, because of their values and commitment, they can help motivate partners during the ups and downs of making a project successful.
- They have history, experience, and expertise.
- They provide a structure to become the home for many projects.
- They know their local communities, and particularly know the poor in those communities.
- They have access to volunteers who provide needed resources.

HUD has a long history in working with nonprofits, including the faith-based community, on housing and economic development. Many people do not realize the critical role that nonprofits already play in community development and in HUD programs. Virtually all non-entitlement funding from HUD goes to nonprofits. Even entitlement funds often are channeled through community and faith-based nonprofits.

- An Urban Institute study “Community Development in the 1990s,” by Christopher J. Walker and Mark Weinheimer, found that two-thirds of HUD funding for rental programs and 5 percent of HUD home ownership funding goes through nonprofits.
- More than 10,000 nonprofits and other community groups have received funds through the Community Development Block Grant program.
- Almost 40 percent of the Section 202 senior citizen housing program is provided by faith-based organizations, such as Lutheran Services in America, B’Nai B’rith, Jewish Federation, and Catholic Charities.
- In FY 1998, HUD made 230 grants, about \$114 million, to faith-based organizations to provide homeless services.
- Some 200 faith-based organizations are today receiving HUD funds to provide help for people with AIDS.

- Community and faith-based groups have helped shape HUD policy on homelessness and other issues. The elderly continuum-of-care proposal in the FY 2000 Budget was developed with significant input from organizations like Catholic Charities and Lutheran Social Services, groups with tremendous experience utilizing HUD's Section 202 elderly housing program.

The Steps HUD Has Taken

Many of the steps HUD has taken to rebuild public trust and to become more responsive to community needs bear directly on community and faith-based organizations:

- HUD has increased funding of programs frequently used by community and faith-based groups, including Community Development Block Grants, HOME, Section 202 Elderly Housing, Homeless Assistance programs, and Technical Assistance.
- HUD has established the Consolidated Plan, a framework for stakeholders, local governments, and other interested parties to identify and prioritize community and economic development needs. These collective local decisions weigh heavily in the distribution of HUD funds.
- HUD has encouraged localities to include community and faith-based groups in their Consolidated Planning process.
- HUD's Super Notice of Funding Availability (SuperNOFA), an initiative to streamline HUD's competitive grants application process for federal funding, was created to be a new tool for community leaders and HUD program applicants.
- HUD's Community Builders program, a kind of urban Peace Corps, works at the local level to educate the public about HUD programs and to facilitate partnerships among community and faith-based organizations, government, and the private sector.
- HUD's Public Trust Officers ensure that department programs run efficiently and effectively by training and educating those who actually operate HUD programs and by finding creative and timely solutions to program problems.
- HUD has improved customer relations by becoming more accessible to its customers and the general public. The Department has established storefront offices in Albuquerque, Baltimore, Buffalo, Reno, Sacramento, Syracuse, and Washington, D.C. HUD has installed 74 "HUD Next Door" kiosks in libraries, Federal buildings, city halls and shopping malls. The department also has installed public-use computer work stations in all 81 HUD field offices, giving the department's customers free access to HUD's web sites and Community 2020 software, which uses maps to identify the places and programs that receive HUD funds in a particular

community.

- HUD has engaged in exciting new partnerships with the private sector, like the National Community Development Initiative (NCDI), which leverages HUD funds with those of private foundations and other institutions to generate increased financing for community development activities.

This section highlights the many ways the Department of Housing and Urban Development has re-engineered the way it does business, with a new emphasis on customer service, and a new management planning strategy in which Departmental goals are refined by feedback from customers. Implementing this new vision, HUD has become an active partner with grass roots community organizations, finding appropriate solutions to the contemporary needs of America's communities.

Faith-based and other community groups are an important presence among the grass roots organizations with whom HUD works. The Center for Community and Interfaith Partnerships was created to give these groups "a voice at HUD's policy table."

The Center for Community and Interfaith Partnerships

The Center for Community and Interfaith Partnerships is a crucial piece of HUD's reinvention to better serve local communities. By providing community and faith-based groups with a seat at HUD's policy table, the Center empowers the grass roots movement that is committed to the poor in our

neighborhoods. To serve its mission, the Center's objectives are to listen to community and faith-based groups, educate them about HUD and other resources, coordinate activities with them, and build new partnerships at the national level.

Mission

To focus, integrate, and intensify HUD's involvement with faith and community-based organizations in an effort to maximize the use and impact of our mutual resources in building strong communities.

The Center strengthens HUD's links with community and faith-based groups by:

- Providing information and expertise on HUD's programs and ways to best utilize them.
- Seeking input on policies and programs and ways to better assist communities.
- Serving as an advocate within HUD on issues that impact community and faith-based groups.
- Acting as a problem-solver to help overcome barriers and find common ground.
- Forging new and deeper partnerships.

The Center focuses its outreach and work on four major types of organizations in communities:

Faith-Based Organizations. Faith-based organizations (FBOs) include a variety of entities, such as the social service and community development arms of national denominations (e.g., Catholic Charities, and Lutheran Social Services), nonprofits affiliated with individual congregations, interfaith coalitions, and faith-motivated service initiatives, like Habitat for Humanity.

Community Development Corporations (CDCs). CDCs are community-based groups at work primarily in central city neighborhoods in every state. There are approximately 3,600 CDCs across the country. These organizations are homegrown efforts that involve the people in the neighborhoods that they serve. They know the people in the communities, their desires and needs, and can play a crucial intermediary role with local government, foundations and the private sector.

An Urban Institute report concludes that “CDCs in many cities are now the most productive developers of affordable housing for low-income residents, outstripping private developers and public housing agencies. . . .The number of CDCs has grown steadily over the past 20 years, and CDCs are now located in every large and medium-sized city in the country. With support from private and public sources, CDCs have increasingly become involved in providing--or working with others to provide--an array of community-building activities such as job training and linkage, child care, youth counseling and programming, cultural arts projects, and community advocacy and organizing.” (*Community Development in the 1990's*, Christopher J. Walker, The Urban Institute and Mark Weinheimer, Weinheimer & Associates).

Community Organizing Networks. Community organizations work with their members to identify priority issues and seek creative solutions, often by working with local institutions. Community organizations have been behind many significant changes, including passage of the Community Reinvestment Act, which has led banks to provide billions of dollars in new mortgages in inner cities. Three major community organizing networks use local religious congregations as a base: the Industrial Areas Foundation, the Pacific Institute for Community Organization, and the Gamaliel Foundation. ACORN (Association of Communities Organized for Reform Now) organizes individuals around a variety of contemporary issues, including intersection with many HUD related programs.

Other Nonprofit Organizations. An amazing array of local nonprofits are involved in housing and community development. They include organizations devoted to children, health, community safety, education, the environment, welfare reform, or a host of other causes. Ethnic groups like the National Council of La Raza, trade associations, and civic associations all have been successful partners in community development.

Faith-Based Organizations

A Critical Role

While all community organizations are important, FBOs have long played an important role in community-based development. African-American congregations and B'nai B'rith were among the earliest and most active providers of housing for the elderly. The Catholic Campaign for Human Development has been funding community-based revitalization efforts for more than 25 years. Over the years, faith-based organizations have enjoyed tremendous success in providing affordable housing, in implementing safety-net services, and fighting for fair housing.

In recent years, faith-based groups have generated much enthusiasm. Many religious organizations have become involved for the first time, while others are forming new partnerships with government and other institutions.

Additionally, research shows that a tremendous number of congregations do community development work. In 1993, the Independent Sector (IS) sponsored an extensive study of congregations and found that 91.7% were engaged in human services and welfare related activities. In a survey of 266 Churches in Washington, DC, the Urban Institute found that 75% offered emergency food and shelter or educational services.

Faith-based organizations are uniquely positioned to provide affordable housing, fight for fair housing and create economic opportunity because they have experience in community organizing, credibility in public dialogue, access to volunteers, buildings, property and other resources, and an ability to tap into people's inner commitment to social responsibility in ways that often elude government, business, and other local institutions.

Faith-based organizations have been some of the most effective providers of housing and community development services.

Faith-Based Facts

- A Gallup survey conducted for Independent Sector in 1994 found that two in five congregations were involved in help for the homeless, while one in five were involved in affordable housing or senior housing.
- According to the National Catholic Housing Survey, Catholic organizations had produced more than 51,000 affordable housing units by 1997, housing more than 70,000 residents.
- In 1997, Lutheran Services of America served over 45,000 elderly in nursing facilities and nearly 19,000 elderly in independent living facilities.
- The Presbyterian Committee on the Self Development of People provided over \$2 million to grass roots community development organizations in 1997.
- During its 30 year history, the Catholic Campaign for Human Development has funded more than 3,000 self-help projects developed by grass roots organizations.
- World Vision, with the help of Evangelical Christians, supported 176 community development projects across the country in 1997.
- Habitat for Humanity International is a nonprofit, ecumenical Christian housing ministry. Habitat invites people from all walks of life to work together in partnership to help build houses with families in need. Habitat has built almost 80,000 houses around the world, providing some 400,000 people in more than 2,000 communities with safe, decent, affordable shelter. HUD

works with Habitat in a number of ways. The HUD budget includes \$7.5 million for capacity building for Habitat groups. In Fiscal Year 1999, Habitat groups received \$12.5 million of the \$20 million in grants for the Self-Help Housing Opportunity Program (SHOP) which funds land and infrastructure for “sweat equity” homes.

Inspiring New Partnerships

The potential impact and heightened interest of faith-based groups in community development have encouraged other institutions to look to them to form new partnerships:

Chase Manhattan Bank initiated a pilot program to create a nationwide contributions program for faith-based community development initiatives, contributing more than \$1 million in 1999. Chase gives one-time grants of up to \$25,000 to faith-based institutions new to community development or to faith-based institutions starting a new type of community development project, either on their own or in partnership with other organizations which have decided to begin their own community development initiatives. Chase also provides technical assistance and works closely with ministers to hold focus groups and orientation sessions for institutions that are exploring taking a more active role in community development.

Ford Foundation funds faith-based organizations working on community development and social justice issues. The Ford Foundation currently supports - through grants totaling \$1.2 million - faith-based initiatives to curb youth violence (e.g., the Boston Ten-Point Coalition), boost literacy and improve access to jobs in cities like Denver, Detroit, New York, Philadelphia, Pittsburgh and San Francisco. Furthermore, the Foundation recently made a grant to Southern Illinois University so that a group of religious leaders from diverse traditions could meet and forge agreements on new work to reduce poverty. They have also funded the National Interfaith Hospitality Network, a group with 48,000 volunteers from Jewish and Christian congregations in 20 states that provides services to homeless people and others in poor communities. The Foundation's support for this work reflects a growing belief that churches and other religious institutions can play a key role in tackling social problems.

Enterprise Foundation is a national, nonprofit housing and community development organization dedicated to bringing lasting improvements to distressed communities. Since 1982, Enterprise and its related organizations have raised and leveraged \$3.2 billion and helped to create more than 107,000 homes affordable to low-income Americans and to place more than 31,000 people in jobs. The Foundation's mission is to see that all low-income people in the United States have the opportunity for fit and affordable housing and to move up and out of poverty into the mainstream of American life. Recently, the Enterprise Foundation has begun to focus more systematically on the role of faith-based organizations in affordable housing and community development and to consider how the foundation can best serve them.

National Congress for Community Economic Development (NCCED) is a trade association

composed primarily of community-based development organizations. Its mission is to promote, support and advocate for the community economic development industry and to ensure the allocation of resources to assist low and moderate income communities. NCCED has recently begun a Faith-based Community Economic Development Program focused on research, training and production of educational and technical publications.

McAuley Institute is a national, nonprofit housing organization founded by the Sisters of Mercy. McAuley provides state-of-the-art technical assistance and financial resources to grass roots organizations that work to expand housing and economic opportunities for low-income women and their families. McAuley is staffed by experienced community development professionals. Nearly all of the initiatives McAuley supports involve multiple partners - including churches and other faith-based congregations.

While their important role is widely acknowledged, faith-based community development remains one of the least well-researched aspects of community development. As a result, there is no single source of data indicating precisely how extensive a role the faith-community plays in community development nationwide. While most of the information that exists is local in nature or not comprehensive, two recent, national studies by the Urban Institute suggest that faith-based organizations play an extensive role in community development and social service provision.

- Congregations' Social Service Activities, by Mark Chaves, prepared for the Center on Nonprofits and Philanthropy, Policy Brief No. 6. December 1999.
- Faith-Based Organizations in Community Development, prepared for the U.S. Department of Housing and Urban Affairs, pending publication.

The Center in Action

As the main contact point at HUD for community and faith-based groups, the Center performs a number of key functions.

Building Awareness. On a basic level, the Center has heightened the profile of community and particularly, faith-based organizations' role in community development within HUD. Located in the Office of the Secretary, the Center has facilitated a holistic outreach to community and faith-based groups that is not limited to a specific HUD program area. In so doing, the Center has strengthened HUD's existing partnerships with community and faith-based groups, and encouraged the various program and field offices to explore the ways in which these partnerships can be increased. The rest of HUD is now actively reaching out to those organizations. For example, the Center is working closely with Public and Indian Housing (PIH) officials and the HOPE VI office (public housing revitalization) to engage faith-based organizations in efforts to expand housing opportunities for recipients of Housing Choice Vouchers.

Providing Outreach and Education. The Center conducts widespread outreach to educate and to motivate community and faith-based groups.

- The Center has participated in numerous community and faith-based community development events across the nation including places like Detroit, MI; Youngstown, OH; Austin, TX; Memphis, TN; Oxford, MS; and Los Angeles, CA.
- In FY 2000, the Center implemented a series of eight regional conferences, convening faith-based organizations, community development corporations, and community leaders. The purpose of these events is to highlight resources and successful approaches to developing employment and affordable housing opportunities, and to explore ways to contribute to greater social, racial and economic justice in distressed neighborhoods.
- Center staff sit down one-on-one with groups to help them identify funding sources within HUD and from other sources and to help them identify potential partners.
- Every year, the Center produces a satellite broadcast to tell community groups about available grants through HUD's streamlined SuperNOFA application process.
- **The Center maintains a website and publishes a monthly newsletter called “Building Communities Together,” highlighting issues and information of interest to Center constituents. The Center’s web page is <http://www.hud.gov:80/cdc.html>.**
- **The Center maintains a toll-free information line 1-800-308-0395 and responds to numerous written requests.**

Publicizing What Works. The Center uses its newsletter, web site, and regional conferences to publicize successful projects whose example can help nonprofits deliver a better product and put together more competitive grant applications.

Responding to Requests. Center staff members spend a great deal of time responding to requests for information or help. These requests fall into several general categories:

- Basic requests like “How do I start a nonprofit?” or “I am just starting a nonprofit. What resources are available?”
- Requests about how to obtain funds from specific HUD programs..
- Inquiries about church-state questions concerning religiously-affiliated organizations using or requesting government funds.

Trouble-shooting. The Center helps nonprofits experiencing problems to navigate the various HUD

programs.

Promoting New and Better Partnerships. The Center has explored and pursued opportunities to partner, collaborate, and share information with the private sector to better serve community and faith-based groups.

- On October 1, 1998, the Center hosted a day-long summit on faith-based community development. The meeting, co-convened by the Enterprise Foundation and the National Congress for Community and Economic Development, brought together national organizations funding or implementing faith-based community development programs to share strategies and pursue joint efforts to help faith-based programs in impoverished communities succeed. Participants included: Annie E. Casey Foundation, Chase Manhattan Bank, Catholic Campaign for Human Development, Christian Community Development Association, Congress of National Black Churches, Eastern College, Episcopal Church, Ford Foundation, Faith Center for Community Development, Interfaith Center on Corporate Responsibility, ITC/Faithworks, Massachusetts Institute of Technology, McAuley Institute, National Council of Churches, National Federation of Community Development Credit Unions, New Hampshire College, Northwestern University (Asset-based Community Development Institute), Presbyterian Church USA, United Methodist Church, and World Vision.
- The Center is the national HUD liaison for prominent national partners from the constituency of community and faith-based organizations like Habitat for Humanity.
- The Center has represented HUD in the National Community Development Initiative (NCDI), an innovative experiment in public-private partnership that has increased the capital available to community development corporations by pooling. To date, HUD has contributed some \$38 million to NCDI, facilitating the leveraging of millions more in private contributions. NCDI has invested more than \$150 million in 23 cities. This money was provided in grants and below-market interest rate loans. Total NCDI funding will reach more than \$250 million in 2001. Related leveraging is estimated at \$2 Billion in assets.

Facilitating Participation of Community and Faith-Based Groups in HUD Initiatives. The Center works to ensure that community and faith-based groups are represented and participate in HUD initiatives. For example, the Center has played a key role Departmental initiatives, such as:

Appalachian Summit. The Center was the primary organizer for a two-day Appalachian Summit held in July, 1999. It was the first to bring together state governments in the 13-state region with businesses, four federal agencies (HUD and the Departments of Agriculture, Transportation and Labor) and the Appalachian Regional Commission. More than 700 people, many from community and faith-based organizations, discussed the special housing, economic development, transportation, labor, agricultural, and rural development needs facing the region.

For example, Mission West Virginia, Inc., a nonprofit developed by Governor Underwood to spearhead the State's efforts to partner with the faith community around community development issues, participated in the event during a panel discussion on the role of faith-based organizations. Since the conference, the Center has met with Mission West Virginia, to better coordinate our similar objectives and further provide them with the tools and resources to better equip them to be a strong and effective player in efforts to revitalize communities in the state.

Best Practices Conference. The Center helped plan HUD's July 1999 Best Practices and Technical Assistance Symposium, which brought together HUD partners and participants from federal, state and local governments, universities, community-based nonprofit organizations, faith-based groups, and other Federal agencies throughout the United States. The activities of several community and faith-based groups, such as the HOME Project in Philadelphia, were nominated and ultimately recognized as "Best Practices" to be emulated.

Pine Ridge Conference on Indian Housing. The Center helped plan an August 1999 conference--the first HUD conference held on a reservation--to explore ways to increase homeownership among Native Americans. The Center was actively involved in the President's one-day visit to Pine Ridge in July 1999.

Fair Housing. The Center was heavily involved in publicizing HUD's new fair housing initiatives, which include funding for community groups and others who want strong enforcement of anti-discrimination laws. The Center played a public role in announcing several fair housing actions.

Shaping Policy. A major goal of the Center's involvement with community and faith-based organizations is shaping HUD policy to better serve those groups and their communities. The Center has played a policy advocacy role in conjunction with, and on behalf of, nonprofits.

- The Center hosted a Community 2020 Forum on "The Role of Faith and Justice in Public Policy" in November, 1999, where nationally-recognized leaders joined the Secretary in a forward-looking policy discussion about the future of faith-based community development. This discussion resulted in a proposal in the FY 2001 budget for a \$20 million set-aside for capacity building and technical assistance for community and faith-based groups, to be administered by the Center.
- The Center worked with HUD's Office of Policy Development and Research to commission and issue a report entitled, *Faith-Based Organizations in Community Development*, prepared by the Urban Institute. The report surveys the state of existing knowledge about the role of faith-based organizations in community development and the relative strengths and weaknesses of faith-based, as opposed to other types of community development organizations.
- The Center worked with HUD's Technical Assistance office, which set aside 40 percent of

future grants for new organizations, expanding the opportunities for community and faith-based nonprofits. In 1998, 22 of 88 organizations receiving Technical Assistance funds were new recipients. Most were nonprofits and some were faith-based. In 1999, nearly 50% of the groups funded were first-time nonprofit groups.

- The Center helped organize a September 1998 meeting of community leaders and trainers at New Communities Corporation located in Newark, NJ. The meeting produced ideas from which Rep. Marcy Kaptur developed a legislative proposal to provide funding for capacity building for CDCs and local nonprofits.

CONCLUSION

At the dawn of the New Millennium, and as our nation prepares for new political leadership, the issue of building stronger, more self-sustaining communities is central to our future. The role of community and faith-based organizations in this process is particularly relevant as these groups are often a community's most active promoters of affordable housing and economic development.

In establishing the Center for Community and Interfaith Partnerships, HUD has created a visionary and valuable resource for fostering hope and promoting healthy change in neighborhoods and communities across America. In its three-year history, the Center has played an important role in inspiring new partnerships and strengthening the capacity of community and faith-based organizations to reach out to those in need. It is our hope that throughout this new age of social change and community participation, new community and faith-based organizations will continue to work with the Center to build upon the success of those groups already thriving in the hope and prosperity created through partnership.

HUD Programs and Funding

An Overview

HUD recognizes that truly viable, sustainable communities are developed by the hard work, vision, and dedication of the people who live and work within them. HUD can support these efforts with critical resources and broad national objectives, but it is the community – government, nonprofit groups, residents, faith-based organizations, and others – with its own unique expertise and energy, which must design and carry out strategies that best address the needs and opportunities.

HUD tries to support as many of these strategies as possible with a variety of resources. HUD hopes that the grants that it provides will empower community and faith-based groups to bring economic opportunity and decent, safe and affordable housing to all the members of their communities. The Center for Community and Interfaith Partnerships helps to direct its constituents to the funding source that will best fit the needs of their community.

There are two major types of HUD grants: formula grants and competitive grants. The funding for formula grants is more than 10 times as much as funding for competitive grants.

FORMULA GRANTS, mostly to state and local governments, are awarded without competition, based on a formula. State and local governments, in turn may make these funds available to nonprofit organizations, frequently through a competitive grant process managed at the state or local level.

HUD's major formula, or non-competitive programs, include:

- Community Development Block Grants (CDBG)
- HOME Investment Partnerships program
- Housing Choice Voucher Contract Renewals
- Public Housing Operating Subsidy
- Public Housing Modernization Comprehensive Grants Program (CGP)
- Indian Housing Block Grants (IIBG)
- Emergency Shelter Grants (ESG)
- Housing Opportunities for Persons With AIDS (HOPWA)
- Fair Housing Assistance Program (FHAP)

COMPETITIVE GRANTS are awarded by HUD after an open competition. Typically, government entities, service organizations and nonprofit groups compete for these funds.

HUD's major competitive programs include:

- College and University Programs
- Fair Housing Initiative Program (FHIP)
- Housing Counseling Program
- Lead-Based Paint Hazard Control Program and related programs
- Drug Elimination in Public and Assisted Housing
- Economic Development Initiatives, including the Brownfields Economic Development Initiative and Youthbuild
- Self-Help Homeownership Opportunity Program (SHOP)
- Programs for the homeless, including the Supportive Housing Program, Shelter Plus Care, and the Housing Choice Moderate Rehabilitation Single Room Occupancy (SRO) Program for Homeless Individuals
- Programs for the elderly, including Section 202 Supportive Housing for the Elderly and Multifamily Housing Service Coordinator Funds
- Section 811 Supportive Housing for Persons with Disabilities
- Housing Opportunities for People with AIDS

The SuperNOFA Process

The SuperNOFA--Super Notice of Funding Availability--is a streamlined process designed to make the process of applying for HUD's competitive grant programs simple and understandable for all involved.

In the past, each HUD program had its own grant application, announcement of funding availability, and deadline. Now, there is one application and one announcement of funding availability that applies to 32 categories of HUD grants. The SuperNOFA is typically issued at the beginning of the calendar year, and highlighted in a series of satellite broadcasts which can be viewed at local HUD offices or accessed through the HUD web site. Prospective applicants can learn about the SuperNOFA and the satellite broadcasts through their local HUD office, the HUD web-site--www.hud.gov--or by calling the SuperNOFA Clearinghouse at 1-800-HUD-8929.

In Fiscal Year 1999, the SuperNOFA covered about \$2.4 billion in HUD program funds. The FY 1999 SuperNOFA emphasized coordination of activities to provide greater flexibility and responsiveness in meeting local housing and community development needs and greater flexibility to applicants to determine what HUD program resources best fit the community's needs, as identified in local Consolidated Plans and Analysis of Impediments to Fair Housing Choice.

SuperNOFA applicants must indicate in their applications how they are or will be involved in the Consolidated Planning process. Awards are made for programs that are consistent with the Consolidated Plan for the relevant jurisdiction.

The SuperNOFA explains that HUD considers the following factors in awarding grants:

- *Capacity* asks whether or not you have access to the staffing and administrative resources necessary to successfully implement the planned activities and manage the grant properly.
- *Need/Extent of the Problem* asks you to describe what the problem is and how severe it is. It also asks whether or not addressing the problem has been identified as a priority by the community.
- *Soundness of Approach* asks what you plan to do to address the problem. In various ways it asks whether or not what is planned makes sense, is feasible, and is likely to produce positive results related to the problem.
- *Leveraging Resources* asks what resources, beyond those provided by the HUD grant, you plan to use in implementing your proposed activities.
- *Comprehensiveness and Coordination* asks how your proposed activities relate to other activities/strategies taking place in the community. It also asks the extent to which you are involved in broader discussions about how community resources are allocated.

Consolidated Plan

HUD's Consolidated Plan provides the framework for a process used by states and localities to identify housing, homeless, community and economic development needs and resources, and to tailor a strategic plan to meet those needs. The Consolidated Planning Process solicits input from state and local governments, as well as community residents, nonprofits, and other interested parties, to reach a shared understanding of community development needs and a common set of short and longer-term priorities for meeting those needs.

A Consolidated Plan consists of a 3-to-5 year strategic plan, annual action plans, and annual performance reports. Each of the strategic plans contains three parts:

- A housing, homeless, community and economic development needs assessment
- A housing market analysis
- Long-term strategies to meet priority needs.

The needs and priorities identified in the Consolidated Plan play a critical role in decisions about which programs receive funding under both HUD's formula and competitive grant programs. As a result, getting involved in the Consolidated Planning Process should be the first step for community and faith-based organizations interested in community development.

How do I participate in the process?

Call your HUD field office and ask how you can get involved in the Consolidated Plan process. HUD also provides executive summaries of the Consolidated Plan for every State and locality that submits one at <http://www.hud.gov:80/states.html>

Local governments are required to adopt a citizen participation plan that sets forth the jurisdiction's policies and procedures for citizen participation. The citizen participation plan must provide for and encourage citizens to participate in the development of the consolidated plan, any substantial amendments to the consolidated plan, and the performance report. The requirements are designed especially to encourage participation by low and moderate-income persons, particularly those living in slum and blighted areas and in areas where CDBG funds are proposed to be used, residents of public and assisted housing developments, and by residents of predominantly low- and moderate-income neighborhoods, as defined by the jurisdiction. A jurisdiction also is expected to take whatever actions are appropriate to encourage the participation of all its citizens, including minorities and non-English speaking persons, as well as persons with disabilities.

The citizen participation plan must provide for at least one public hearing during the development of the Consolidated Plan, and the citizen participation plan must provide a period, not less than 30 days, to receive comments from citizens on the Consolidated Plan.

For purposes of the Consolidated Plan, HUD generally distinguishes between *Entitlement Communities*, (usually local political jurisdictions with a population of 50,000 or greater) and *Non-Entitlement Communities*. Non-entitlement communities participate in a State Consolidated Plan. Citizen participation requirements for states are similar to what is required of local governments. The state must hold one public hearing and provide opportunity for local jurisdictions and interested parties to comment on the proposed plan.

For grantees, it simplifies the steps needed to receive funds under four HUD block grant programs: the Community Development Block Grant (CDBG), the Emergency Shelter Grant (ESG), HOME Investment Partnerships Program (HOME), and Housing Opportunities for Persons with AIDS (HOPWA). It also provides a way to see whether those programs actually meet the needs and objectives identified by the community.

States and localities that qualify for formula allocations of CDBG, HOME, HOPWA, and ESG funds must complete a 3 to 5-year Consolidated Plan and annual updates. They also submit an annual performance report 90 days after the program year ends, although this report is not an application requirement.

To receive its annual funding, the lead agency for a jurisdiction must submit a 3 to 5-year Consolidated Plan (every 3-5 years) and an annual action plan 45 days before its program year begins. The action

plan describes the specific projects and activities that a jurisdiction will undertake in the coming year with its HUD funds to address those priority needs. The action plan also contains certifications indicating that a jurisdiction will follow certain requirements like furthering fair housing.

Each jurisdiction may decide when its program year begins to better coordinate the many funding sources it will use.

While HUD does not provide funds earmarked for the development of a Consolidated Plan, State and local government expenses related to preparing one is an eligible use of CDBG and HOME administrative funds.

Community 2020 Software

Community 2020 Planning Software provides powerful new planning and communication tools that help citizens participate in housing and community development activities. It describes the location, type, and performance of HUD-funded activities in your neighborhood, city, state, or region. The Community 2020 software provides geographic information that allows citizens to see where their tax dollars are being spent locally and offers HUD program information in a format that facilitates greater citizen participation.

Community 2020 software is designed to facilitate dialogue between communities that participate in HUD programs, organizations involved in the development process, and everyday citizens who are concerned about the future of their community. It helps local organizations understand the kind of activities that are supported by HUD funding. Easily understood maps and screens replace dull, often incomprehensible data. Customized computer screens for each program allow users to map program expenditures and access information about future projects in their neighborhood. Users can also learn about some of the regulatory issues that pertain to each program and how to apply for program funds.

In this way, HUD's Community 2020 software enables community-based organizations, state and local governments, housing authorities, and non-governmental organizations to design their own projects to address unmet community needs.

The Community Connections Division of the Office of Community Planning and Development has developed a training curricula for grantees, nonprofit organizations, and local HUD Field Office staff to learn Community 2020 software. Community 2020 software may be purchased from Community Connections. The software has been made available to all CDBG grantees, and may be available for use by the public in local offices.

Information about Community 2020 software, data updates and interactive community maps are accessible online, at <http://www.hud.gov/adm/2020soft.html>. For other questions or to order, contact Community Connections at 1-800-998-9999 or <http://www.comcon.org>.

HUD Program Descriptions

FORMULA PROGRAMS

Formula grant programs are a vehicle for HUD to fund state and local governments. Nonprofit organizations typically are not eligible to receive grants directly under the formula grant programs. However, state and local governments that receive formula grants frequently use those moneys to fund nonprofit organizations through local, competitive grant competitions. In other words, nonprofit organizations apply to state and local governments that administer those moneys, they do not apply directly to HUD for formula programs.

Community Development Block Grants (CDBG). This is HUD's primary, biggest and most flexible program for promoting community revitalization. CDBG allocates 70 percent of grants to units of general local government and 30 percent to states. Nonprofit organizations are not directly eligible for CDBG grants. Activities undertaken with the grants must meet one of the three broad national objectives: 1) benefit low and moderate income persons; 2) aid in the prevention or elimination of slums and blight; or 3) meet other particularly urgent community development needs. In addition, at least 70 percent of all CDBG funds received by a grantee must be used for activities that benefit persons of low and moderate income (those with incomes below 80 percent of area median family income).

CDBG-funded activities include acquisition of real property; acquisition and construction of public works and facilities; code enforcement; relocation assistance; reconstruction and rehabilitation of residential and nonresidential properties; provision of public services, including but not limited to, those concerned with employment, crime prevention, child care, health, drug abuse, education and fair housing counseling; provision of special economic development assistance; assistance to community-based development organizations for neighborhood revitalization, community economic development, and energy conservation projects; homeownership assistance; fair housing; and planning and administrative costs, including actions to meet the grantee's certification to affirmatively further fair housing.

Section 108 Loan Guarantee Program. Section 108 of the Housing and Community Development

Act of 1974, as amended, authorizes the Secretary to encumber future CDBG funds in order to issue Federal loan guarantees, of private market loans used by entitlement and nonentitlement communities to cover the costs of acquiring real property, rehabilitating publicly owned real property, housing rehabilitation, and certain economic development activities. In addition, guaranteed loan funds have been used to finance construction of housing by nonprofit organizations when undertaken as part of a project that is also financed under the Rental Housing Development Grants or Nehemiah Housing Opportunity Grants programs.

Funds finance economic revitalization and development activities that include housing and rehabilitation of privately owned buildings for residential purposes; expanding for-profit businesses; financing and rehabilitation of low-income and public housing; acquisition, construction, or rehabilitation of neighborhood and community facilities; site improvement on community-owned land leased to a developer for a commercial or industrial development project; site development; purchase of land or buildings for economic development; and infrastructure development that includes street reconstruction and/or sewer system repairs.

Home Investment Partnerships (HOME). HOME provides funds and general guidelines to state and local governments to design affordable housing strategies that address local needs and housing conditions. The funds may be used for such activities as tenant-based rental assistance, homebuyers' assistance, property acquisition, new construction, rehabilitation, site improvements, demolition, relocation, and administrative costs. All HOME-based housing and rental assistance must be targeted to low-income families.

The funds are allocated by formula: 60 percent to local governments and 40 percent to States. Jurisdictions must reserve 15 percent of their HOME funds for housing to be developed, sponsored, or owned by Community Housing Development Organizations (CHDOs). A CHDO is a private, community-based nonprofit organization that has among its purposes the provision of decent, affordable housing for low-income persons.

Emergency Shelter Grants (ESG). These grants go to states, metropolitan cities, and urban counties according to a population and needs-based formula for the rehabilitation or conversion of buildings for use as emergency shelters for the homeless, for the payment of certain operating and social service expenses in connection with emergency shelter, and for homeless prevention activities. The program is designed to help improve the quality of existing emergency shelters for the homeless, to help meet the costs of operating these shelters and providing certain essential services so that homeless persons will have access not only to safe and sanitary shelter, but also to the supportive services and other kinds of assistance they need to enter continuum of care systems and move on to independent living in permanent housing.

Public Housing.

Operating Subsidy. The program provides funding, based on a formula, to public housing agencies

(PHAs) to help them meet their operating and maintenance expenses and offset operating deficits associated with public housing units.

Public Housing Modernization Comprehensive Grants Program (CGP). The program is the primary source of modernization funds used by larger public housing agencies (PHAs) to make physical improvements to public housing units and improve the management and operation of the PHA. CGP provides funds, based on a formula, to PHAs that operate 250 or more units of publicly owned housing. CGP funds can be used for Indian Housing Block Grants.

Revitalization of Severely Distressed Public Housing (HOPE VI). This program provides grants to public housing agencies, which will enable them to demolish obsolete public housing projects, revitalize where appropriate, project sites, and provide replacement housing for those families displaced by demolition so as to lessen the concentrations of very-low- income families. Housing Choice vouchers and certificates are also used by public housing families to enable them to choose their housing circumstances.

Housing Choice Rental Certificate and Rental Voucher Programs.

The Housing Choice Voucher program is designed to increase the housing choices available to very low-income households by making privately owned rental housing affordable to them. The main way it accomplishes this is by providing funding to local public housing agencies (PHAs) so that they may provide rental certificates or rental vouchers to qualified very low-income households. These rental certificates and vouchers provide rent subsidies that generally equal the difference between 30 percent of the household's adjusted income and the HUD-approved fair market rent (for certificates) or the PHA-approved payment standard (for vouchers).

Contract renewals provide funding to renew expiring Housing Choice Voucher rental assistance contracts covering certificates, vouchers, moderate rehabilitation, loan management, new construction/substantial rehabilitation, property disposition, and preservation. Housing Choice Voucher amendments funding is the result of insufficient funding being provided for long-term project-based contracts funded primarily in the 1970s and 1980s. This additional funding is required to maintain the current inventory of assisted project-based rental housing.

Housing Choice Voucher Family Unification Program is to provide housing assistance to households whose lack of adequate housing is a primary cause of the separation or imminent separation of a child or children from their families.

Family Self-Sufficiency (FSS) Program. The FSS program is intended to promote the development of local strategies to coordinate the use of assistance under the Housing Choice rental certificate, Housing Choice rental voucher and the public housing programs with public and private resources to enable participating families to achieve economic independence and self-sufficiency.

Housing Choice Welfare-To-Work Rental Voucher Program. This program provides tenant-based Housing Choice rental assistance to help eligible families make the transition from welfare to work.

Housing Choice Mainstream Program. This program enables very low-income persons with disabilities to rent affordable private housing of their choice. The Mainstream Program provides public housing agencies with funding for rental vouchers for persons with disabilities.

Housing Choice Designated Housing program. This program provides private market housing alternatives for persons with disabilities.

Housing Opportunities for People with AIDS (HOPWA). This program provides states and localities with the resources and incentives to devise long-term comprehensive strategies for meeting the housing needs of persons with AIDS or related diseases and their families. Competitive grants (10 percent of the appropriation) are available to states and local governments and private, nonprofit entities for projects of national significance. They are also available to states and local governments for projects in areas that do not qualify for a formula allocation. Eligible activities include: housing information and coordination services; short-term supported housing and services; rental assistance; single-room occupancy dwellings; community residences and services; program development; and administrative costs.

COMPETITIVE PROGRAMS

Competitive grants provide direct HUD-funding for eligible entities, which include nonprofits, state and local governments, and others, depending on the program. Competitive grants are awarded primarily through the SuperNOFA process.

Colleges and Universities

- *Community Outreach Partnership Centers (COPC).* This program funds partnerships among institutions of higher education and communities to solve urban problems through research, outreach and exchange of information.
- *Historically Black Colleges and Universities.* HBCUs is designed to help historically black colleges and universities expand their role and effectiveness in addressing community development needs, neighborhood revitalization, housing, and economic development in their localities.
- *Community Development Work Study*
- *Hispanic-Serving Institutions Assisting Communities*

Fair Housing

FAIR HOUSING INITIATIVES PROGRAM (FHIP)

- The Fair Housing Initiatives Program contains four pillar programs that promote fair housing laws and equal housing opportunity awareness. The four pillar programs are:
 - FHIP-Fair Housing Organizations Initiative (FHOI)
 - FHIP-Private Enforcement Initiative (PEI)
 - FHIP-Education and Outreach Initiative (EOI)
 - FHIP-Administrative Enforcement Initiative (AEI)
- Qualifying nonprofit organizations may apply for FHIP-FHOI , FHIP-PEI and FHIP-EOI grants. AEI grants are reserved for local government agencies.
- FHIP-FHOI offers a comprehensive range of support for fair housing activities. The initiative provides funding that builds the capacity and effectiveness of nonprofit fair housing organizations.
- FHIP-PEI funds nonprofit fair housing organizations to carry out testing and enforcement activities to prevent or eliminate discriminatory housing practices.
- FHIP-EOI offers funding to state and local government agencies and nonprofit organizations for educational products and initiatives intended to explain the meaning and requirements of Fair Housing Equal Opportunity laws.

FAIR HOUSING ASSISTANCE PROGRAM (FHAP)

- The Fair Housing Assistance Program (FHAP) strengthens nationwide fair housing efforts by helping individual state and local governments administer laws and ordinances of their own that are consistent with Federal fair housing laws.
- *Housing Counseling Program.* This program provides counseling to consumers on seeking, financing, maintaining, renting, or owning a home. It enables people to get the counseling they need to make their rent or mortgage payments and to be responsible tenants or owners in other ways. The counseling is provided by HUD-approved housing counseling agencies.

Lead-Based Paint Hazard Control

- *Lead-Based Paint Hazard Control Program.* This program provides funding to state, Indian Tribal, and local governments to evaluate and reduce lead-based paint hazards in private housing rented or owned by low-income families.
- *Research to Improve Evaluation and Control of Residential Lead-Based Paint Hazards.*
- *Mold and Moisture Control in Inner-City Housing.*

Economic Development Initiatives (EDI). Economic Development Initiatives provide grants to be used in tandem with Section 108 guaranteed loans for economic revitalization projects. These grants enhance the viability of such projects (through interest rate subsidies and debt service/operating reserves) and increase the likelihood that the Section 108 loans can be repaid from project revenue.

- *Brownfields Economic Development Initiatives (BEDI).* Brownfields are moderately contaminated, formerly commercial or industrial sites. There are nearly 450,000 such sites in the United States. The grants are used to redevelop brownfields after they have been cleaned up so that the areas can be used more productively to address the economic development needs of communities in and around such sites. Economic development grants are used to enhance the security of Section 108 guarantees or to improve the feasibility of proposed projects, and to support business development activities. Section 108 loans enable communities to borrow funds from the primary market and repay loans over time.
- Eligible brownfields activities are CDBG-eligible activities that support clean-up and economic redevelopment. These include: (1) assistance to private, for-profit entities for economic redevelopment projects; (2) acquisition of property; (3) clearance, demolition, removal, and rehabilitation of buildings and improvements; (4) rehabilitation of buildings or construction of real property improvements, including construction, reconstruction, or installation of public and other site improvements; and (5) the investigation and clean-up of environmental contamination in connection with any of these eligible activities.

Youthbuild. Provides funding assistance to public or nonprofit agencies to give high school dropouts age 16 to 24 education and employment skills constructing or rehabilitating housing. Another important objective of the Youthbuild program is to expand the supply of permanent affordable housing for homeless persons and members of low-income and very low-income families. The program emphasizes special outreach efforts to be undertaken to recruit eligible young women. The program includes both onsite construction work and offsite academic and job skills training. Each site serves an average of 35 trainees. Youthbuild activities are also eligible activities under CDBG.

Self-Help Homeownership Opportunity Program (SHOP). SHOP funds nonprofit national or regional organizations or consortia that have experience in providing self-help housing homeownership opportunities where the homebuyer contributes a significant amount of sweat equity toward the construction of the dwellings. The only eligible expenses for program funds are land acquisition and infrastructure improvements which taken together may not exceed an average of \$10,000 in assistance per dwelling.

Continuum of Care. The Continuum of Care is a comprehensive approach to assisting individuals and families to move from homelessness to independence and self-sufficiency. The Continuum of Care provides a continuum of services allowing individuals to move from emergency shelter to transitional housing and then to permanent housing. Along the way, individuals in need of counseling and supportive services, job training and other social services are provided these opportunities so that the root causes

of homelessness are addressed. The Continuum of Care program recently received the prestigious 1999 Innovations in Government award from Harvard University's John F. Kennedy School of Government and the Ford Foundation.

Funding is provided through three competitive programs:

- *Supportive Housing Program.* This program helps homeless people live as independently as possible by facilitating the development of housing and related supportive services for people moving from homelessness to independent living. It funds states, local governments, other government agencies, and nonprofit organizations providing housing and supportive services for the homeless. Supportive services include child care, employment assistance, outpatient health services, case management, assistance in locating and accessing permanent housing, help to get employment, nutritional counseling, security arrangements, and help to obtain other assistance.
- *Shelter Plus Care.* This program is designed to ensure supportive housing opportunities for homeless people with disabilities and their families, primarily those who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have HIV/AIDS. It accomplishes this by providing funding to states, local governments, and public housing agencies to be used to provide rental assistance for homeless people with disabilities and their families.
- *Housing Choice Moderate Rehabilitation Single Room Occupancy (SRO) Program for Homeless Individuals.* SRO is designed to ensure an adequate supply of SRO units for the provision of housing for the homeless. This program provides funding to public housing agencies and private nonprofits for rental assistance for homeless individuals who rent rehabilitated SRO units.

Special Needs

- **Section 202 Supportive Housing for the Elderly.** The Section 202 program is designed to enable very low-income elderly persons (62 years or older) to live independently by increasing the supply of rental housing with supportive services. The program provides interest-free capital advances to private, nonprofit organizations to construct or rehabilitate rental housing with supportive services for very low-income elderly. The advance remains interest-free and need not be repaid as long as the housing remains available for very low-income elderly people for at least 40 years. The program also provides rental assistance for project residents.
- **Multifamily Housing Service Coordinator Funds.** This program links elderly, especially frail and disabled, or disabled non-elderly assisted housing residents to supportive or medical services in the general community; to prevent premature and unnecessary institutionalization; and, to assess individual service needs, determine eligibility for public services and make resource allocation decisions which enable residents to stay in the community longer. The service coordinator is a social service staff person hired by the project owner/management company to arrange a broad spectrum of services for residents. Funds are available to owners of Section 202, Section 8, Section

221(d)(3) below-market interest rate, and Section 236. Eligibility is limited to those developments designed for the elderly and persons with disabilities.

- **Section 811 Supportive Housing for Persons with Disabilities.** The Section 811 program is designed to enable very low-income persons with disabilities to live independently by increasing the supply of rental housing with supportive services. The program provides interest-free capital advances to nonprofit organizations to construct or rehabilitate rental housing with supportive services if necessary, for very low-income persons with disabilities who are at least 18 years old. The advance remains interest-free and need not be repaid as long as the housing remains available for very low-income persons with disabilities for at least 40 years. The program also provides rental assistance for project residents.

Building Successful Community Initiatives

Steps for Success

Community and faith-based groups take on a vast array of issues, and there is no “one-size-fits-all” blueprint for success. But, there are a number of steps which are necessary for just about every organization.

If you’re just beginning, start small and local. Too many groups fail because they take on too large an agenda too soon. Community organizers know that the best way to build confidence and strength in an organization is to start with a modest goal and then reach it.

Discover existing programs and sources of information. There is information in your community on almost any issue you can imagine. Before setting your course, be sure to find that information and identify other organizations working on your issue. It is very often far more efficient to join in an existing effort than it is to “reinvent the wheel.” Think partnership to multiply the impact of your community’s resources. Sources of information include the library, local media, the local HUD office, mayor’s housing offices, telephone book, and the web.

Involve the people that will be most affected by your plans. This serves two major purposes. First, you will get the best information about actual community needs. Second, you will build a sense of ownership that will get people involved in making the project successful.

Think partners. Develop a list of potential partners for your project. The list can include government, businesses, institutions like colleges or universities, and other nonprofits, including faith-based organizations. Each partner brings its own unique resources, experience, and insight to project planning and implementation.

Develop strong management and governance. These factors both assure potential funders of the likelihood of project success and make that success more likely. Sound management and governance include the ability to identify and gather external support, as well as sound business practices of accountability.

Monitor and evaluate programs. Once an organization launches a new project, it is essential to success to monitor the project and make changes as needed. Take the time to document your track record for potential funders and volunteers.

Remember the power of small-scale fundraising. Many community and faith-based organizations raise a significant share of their budgets through opportunities such as: bake sales, fish fries, fairs, raffles, auctions, ice cream socials, poster contests, writing contests, walk-a-thons, neighborhood yard sales,

flea markets, information booths, bicycle rodeos, crime & drug safety demonstrations, community policing events, parade/festival participation, art gallery nights, neighborhood clean up days, fire department awareness, and food & clothing drives.

Work with Community Development Intermediaries. A number of national organizations offer resources and expertise and can link your community effort to similar efforts across the country. Many examples of these organizations channel grants and financing to local community development projects.

The Enterprise Foundation, headquartered in Columbia, MD, works with more than 700 nonprofit organizations in 200 locations nationwide to help provide decent, affordable housing. Since it was founded in 1982, Enterprise has raised and committed more than \$2.1 billion in loans, grants and equity for the development of 72,000 homes across the nation. Enterprise offers below-market interest rate loans for pre-development, acquisition financing and working capital. The foundation also provides guidance on how to link support services to housing and offers expertise in project financing, development, rehabilitation and property management.

HUD works with the Enterprise Foundation in many ways. Enterprise has been a major Technical Assistance provider for HUD grantees since 1982. The Secretary announced the creation of the Center for Community and Interfaith Partnerships at Enterprise's Annual Meeting in 1997, and the foundation co-convened HUD's first summit on faith-based community development.

Local Initiatives Support Corporation (LISC) is a national intermediary established by the Ford Foundation to help revitalize distressed areas. LISC pools resources from public and private sources and channels them to community development corporations (CDCs) as grants, loans and equity investments to assist in rebuilding the physical, economic and social infrastructure of neighborhoods. To date, LISC has raised more than \$1.5 billion to support more than 1,400 CDCs across the country.

LISC receives HUD money for affordable housing and capacity building through Community Development Block Grants, the HOME program, and other programs. LISC is also an important Technical Assistance provider for HUD grantees. LISC played a key role in the Administration's New Markets initiative and the Department's Appalachian Summit.

The ***National Congress for Community Economic Development (NCCED)*** is the trade association and advocate for more than 3,600 community development corporations (CDCs). NCCED provides public policy research and education, special projects, newsletters, publications, training, conferences, and specialized technical assistance. NCCED also specifically has a faith-based community economic development program.

The ***Coalition for Low Income Community Development (CLICD)*** is a coalition of grassroots and national groups organized to ensure that low-income people benefit from the Community Development Block Grant program (CDBG) and other community planning and development programs.

National Community Development Initiative (NCDI). The National Community Development Initiative began in 1991 as an effort to increase the capital available to community development corporations by pooling the resources of various organizations, both public and private. The founders -- seven foundations and a corporation -- wanted to give the CDC mechanism a big boost. Since 1991, NCDI has invested more than \$150 million in 23 cities, provided in grants and below-market interest rate loans. Total NCDI funding will reach more than \$250 million by 2001. To date, HUD has contributed \$38 million to NCDI, facilitating the leveraging of millions more in private contributions, and teamed with the participating national intermediaries, the Enterprise Foundation and the Local Initiatives Support Corporation (LISC) to provide technical expertise.

NCDI activities include technical assistance, capacity building, operating funds or program funds. This assistance allows CDCs to go beyond the basics of building homes and enables them to engage in retail development and other community development activities. Because of this, there has been a tremendous increase in capacity building at the community level in the last 5 years.

HUD's Center for Community and Interfaith Partnerships has served as HUD's lead agent in the NCDI process.

Think about funding sources.

Community Reinvestment Act (CRA). The CRA is a set of regulations mandating local financial depository institutions to provide credit to moderate and low-income neighborhoods. Contact your local financial institutions to see what resources are available. CRA information on depository institutions is available from the Federal Deposit Insurance Corporation (FDIC), the Office of the Comptroller of the Currency (OCC), and the Office of Thrift Supervision (OTS). Interagency information about the CRA is available from the Federal Financial Institutions Examination Council (FFIEC).

Access State and Local Government Funding. State and local governments differ greatly. However, funding possibilities are available through each. Contact your local municipality or state department and inquire about community development initiatives and possible funding sources unique to your city or state.

Federal Government Funding Guide Website: www.gsa.gov/fdac. The Catalog of Federal Domestic Assistance (CFDA) is a government-wide compendium of federal programs, projects, services, and activities which provide assistance or benefits to the American public. It contains financial and non-financial assistance programs administered by the Federal government through its departments and agencies.

Faith-Based Funding. There are many foundations and networks that channel funding and other

assistance specifically to faith-based initiatives. Contact key foundations and request information about faith-based community development.

The Foundation Center: www.fdncenter.org. The Foundation Center's mission is to foster public understanding of the foundation field by collecting, organizing, analyzing, and disseminating information on foundations, corporate giving and related subjects. This web site features an exhaustive list of grantmakers in every state across the nation. In addition to the web site, the Center also has 5 libraries for research. They are located in New York City, NY, Washington, DC, Atlanta, GA, Cleveland, OH, and San Francisco, CA. The libraries have forms, grantmaker materials, directories, books, periodicals, complete foundation contact information, and classes.

Learn about Technical Assistance Programs.

HUD is determined to help communities create new growth and opportunity, rebuild and revitalize, and tackle tough problems as they see fit. At HUD, that means more than just providing financial resources through our programs. It means equipping communities with the guidance and support they may desire to make the most of those resources.

What is technical assistance?

The Community Development Technical Assistance programs, administered by HUD's Office of Community Planning and Development, are designed to improve the effectiveness of HUD grants which support the goals of good homes and supportive living environments for people of all income groups in viable and sustainable American communities. These technical assistance (often referred to as TA) programs for Community Development Block Grants (CDBG), HOME, Supportive Housing (SHP), and Community Housing Development Organizations (CHDO) help HUD program participants design and implement programs by providing specialized technical expertise and training.

Who provides technical assistance?

To help communities and program participants with ready access to the technical expertise they may want or need, HUD has created several technical assistance vehicles. Through a series of competitions for grants and contracts, HUD has gathered the resources of a number of firms so that they are on call to provide guidance or training for program participants.

Technical assistance providers are firms, for-profit and nonprofit, intermediaries, and government agencies who have demonstrated their expertise and their capability to provide the guidance and training Community Development program participants can use.

A list of technical assistance providers is available by accessing the web at <http://www.hud.gov/cpd/cpdta/taprovid.html>. There is also contact information for the TA providers mentioned in this section at the back of this publication.

What kind of knowledge and skills can be tapped through TA services?

Through technical assistance, HUD has gathered resources on a broad range of issues which can address the multifaceted and complex challenges of rebuilding a community. We have expertise on addressing homelessness, creating and maintaining affordable housing, and spurring community and economic development.

Here is a sampling of some topics which HUD technical assistance providers can assist communities:

Homelessness Issues	Families *Youth *Mental Illness *Health Care* Safe Havens* Outreach* SRO* Veterans* HIV/AIDS* Substance Abuse* Job Training* Rural Homelessness
Affordable Housing	Financing* Rehabilitation* New Construction* Tax Credits* Special Needs Housing* Management
Community/Economic Development	Community Development* Micro-Enterprises* Small Business Development and Financing* Community Policing* Job Training* Infrastructure* Urban Planning* Brownfields Development

TA is also available through the Office of Public and Indian Housing and the Office of Fair Housing and Equal Opportunity at HUD.

How is technical assistance accessed?

To find out more about technical assistance available in your area, call the Community Planning and Development (CPD) Director in your local HUD field office or call the Community Connections Information Center at 1-800-998-9999 for further information. Technical assistance services primarily benefit communities and nonprofit organizations currently participating in and receiving funds through one of the Community Development programs.

Where else is technical assistance available?

Additionally, there exists a tremendous amount of non-HUD funded technical assistance. The following are a few examples. To contact one of these organizations, please consult the contact information section of this publication.

- The **Gamaliel Foundation** is a network of professional community organizers and key institutional leaders working to rebuild urban areas. The Gamaliel Network is comprised of about forty grassroots organizations in eleven states. They work in virtually every major

metropolitan area in the Midwest, the western regions of New York and Pennsylvania, Oakland, California, and the Natal Province of South Africa.

They provide local community leaders with exceptional resources in the areas of staff recruitment and development, extensive leadership training, strategic planning, issues development, and fundraising expertise. The goal is to build powerful, effective local and metropolitan organizations that become vehicles for leaders to participate in making decisions affecting their community. The local organizations become part of the regional network that can effect change at regional, state and national levels.

The predominant focus of their work is with faith-based community organizations comprised of congregations that are trying to live out their convictions in the public arena.

- **I CAN! America** is a nonprofit, technical assistance and resource consulting firm focused on helping communities create opportunities to improve their quality of life through systemic and sustainable change. They work with nonprofits, foundations, local churches, faith-based groups, human-service agencies, civic and social clubs, private businesses, investors, and government agencies at all levels to facilitate the formation of local partnerships, collaborations and coalitions that seek to help local people build local capability.
- **The Center for Nonprofits** is developing and will coordinate a new Faith-Based Training Initiative to provide technical assistance and information to New Jersey nonprofit, faith-based organizations (FBOs) that want to revitalize their communities. The New Jersey Department of Community Affairs, The Chase Manhattan Bank and Public Service Electric & Gas Company are funding and working in partnership with the Center to develop the training initiative.
- **The Coalition for Low Income Community Development (CLICD)** is a coalition of grassroots and national groups organized to ensure that low-income people benefit from the Community Development Block Grant program (CDBG) and other community planning and development programs. CLICD works with nonprofits and state and local governments to: implement model citizen participation processes; improve low-income groups' access to community planning and development funds for community revitalization; represent the interests of low-income people and nonprofits before HUD, Congress, state and local government interest groups and agencies; and initiate and promote legislative and regulatory changes.
- **The Congress of National Black Churches, Inc. (CNBC)**, represents an ecumenical coalition of eight major historically Black denominations. These denominations represent 65,000 churches and a membership of more than 20 million people. In February 2000, HUD announced CNBC as a new technical assistance awardee.

How to Form a Nonprofit Organization - 501(c)(3)

For organizations interested in engaging in community development activities, it is probably worth pursuing status as a tax-exempt nonprofit organization. Tax-exempt status has several potential advantages, including: (1) assisting fund-raising by making donations to the organization tax-deductible; (2) increasing the number of grant programs available as potential sources of funding (many grant programs require nonprofit status); and (3) exempting the organization from some forms of taxation. Religious institutions are frequently already recognized as some kind of tax-exempt organization. Even so, it is advisable for religious institutions interested in community development work to set up a separate nonprofit organization to engage in development activities, to ensure accurate accounting and to avoid placing the religious institution itself at any financial risk.

Tax-exempt organizations are sometimes referred to as “501(c)(3)” organizations, referring to the provision of the Internal Revenue Code that exempts certain nonprofit organizations from Federal income tax. Sample tax-exempt corporations include programs dedicated to promoting community development, social welfare, education, the arts, public health and affordable housing.

The IRS says:

“To be tax-exempt, a 501(c)(3) organization must be “organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or to foster national or international amateur sports competition (but only if no part of its activities involve the provision of athletic facilities or equipment), or for the prevention of cruelty to children or animals, no part of the net earnings of which inures to the benefit of any private shareholder or individual, no substantial part of the activities of which is carrying on propaganda, or otherwise attempting to influence legislation (except as otherwise provided in subsection (i)), and which does not participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office.”

If you are considering forming a tax-exempt organization, HUD suggests that you consult with an attorney or technical assistance (TA) provider familiar with the law of nonprofit and tax-exempt organizations. Many state and local bar associations can assist in obtaining free legal assistance for organizations with limited resources.

Described in general terms, the process of forming a tax-exempt nonprofit organization includes the following steps:

1. Check for availability of the proposed name of the organization.

Call your Secretary of State’s Office to check names for possible duplication. It is advisable to file the Articles of Incorporation shortly after checking the name to make sure it is not used by another organization.

2. Write and File Articles of Incorporation.

Articles are difficult to amend and should be written in general terms. A Secretary of State's office will typically have a form "Articles of Incorporation" available upon request. The "Articles" usually follow the format below:

Article I Name and Address of Registered Office (must be a street address).

Article II Purpose - use language that will qualify the organization as public benefit, charitable, tax-exempt.

Article III Exemption Requirements:

- a. "not pursuant of substantial monetary gain"
- b. "no substantial influence on political or legislative issues"
- c. "no intention to instate other non-exempt activities"

Article IV Duration - continuing forever or limited duration.

Article V Membership/Board of Directors - list of initial directors (if membership organization, must have three directors; otherwise one).

Article VI Personal Liability - statement not required but, good idea to have in writing – particularly for advocacy organizations.

Article VII Dissolution - statement of process in the event of termination of organization.

Article VIII Incorporators - names and addresses - minimum of three are generally required

- Articles do not have to be notarized
- Name of organization does not have to include "Inc."
- Amendments to articles must be filed with the Secretary of State

When filing "Articles of Incorporation," include a cover letter with the name and address of the person who should receive certified, approved Articles from the Secretary of State's Office

3. Write Bylaws.

The bylaws are fairly easy to amend and do not have to be perfect in order to file for 501(c)(3) status. The following items should be addressed in the bylaws:

- Membership - its composition, how/when membership meetings occur, what notice is required for meetings, criteria/process for calling special meetings, voting.
- Board of Directors - number, election process, meetings, length of term (cannot be more than 10 years).
- Fiscal Management - fiscal year, committee/officer responsibility.
- Amendments - how to amend bylaws.

4. Obtain Tax-Exempt Status from the Internal Revenue Service (IRS).

Call the IRS (800-829-3676) to request the following forms:

Form SS-4 Application for Employer Identification Number (EIN)

Form 1023 Application for Recognition under 501(c)(3) of the Internal Revenue Code
Form 8718 User Fee for Exempt Organization Determination Letter Request
Publication 557 Tax-Exempt Status for Your organization

Organizations should file these forms within 15 months of incorporation. Form 1023 requires a filing fee averaging \$500. To file these forms, the organization must be able to provide description of exempt purpose and actual programs, whom the organization is serving and why, where will the organization's funds originate, private vs. public support and a three year projected budget. Average processing of Form 1023 is 100 days. Processing for EIN number takes approximately 10 days. Banks require this number before an organizational account can be opened.

5. Obtain State Benefits Related to Federal Tax Exempt Status.

Procedures vary from state to state but, in general, obtaining federal tax-exempt status from the IRS entitles an organization to some state benefits. Contact your State Department of Revenue to receive an application for Certification of Exempt Status, complete, and submit the necessary form. This Certification will, in most cases, exempt the organization from the payment of state sales taxes on items that it purchases. If the organization intends to sell products or services subject to sales tax, call the State Department of Revenue about obtaining a tax identification number.

6. Consider Related Issues.

- Recruiting Board Members - How will the organization's constituency be represented?
- Board Meetings - How often and how long will the board meet?
- Fundraising Plan - What amount of funds are needed and where will they come from? What is the role of board or staff in fundraising? How much will come from foundation and corporate support, government grants, membership dues, and earned income?
- Accounting System - How will funds be tracked and reported?
- Staffing - What are organization's personnel policies, payroll procedures?
- Community awareness - What is the plan for publicity, brochures, mailing list, and outreach?
- Evaluation - How will the results of the organization's work be assessed and reported?
- Insurance - Obtain business insurance. Your members want some protection from legal liability (e.g. personal injury at workplace and property damage)
- Legal needs - Check to see if any other government agency regulates the activity of the organization (e.g. child care, health care, food service, etc.).

7. Comply with Financial Requirements Needed to Maintain Tax-Exempt Status.

Once your newly-formed corporation acquires tax-exempt status, it must comply with specific accounting requirements and guidelines on business activities required by the IRS to maintain tax-exempt status. In addition, **Federal Form 990, Return of Organization From Income Tax must be filed by 501(c)(3) organizations (except purely religious organizations) annually with the IRS five and one-half months after the end of the organization's fiscal year.**

If You Are a Faith-Based Organization...

Many people believe that the Constitutional separation of church and state means that religious organizations are barred from receiving government funds. This is not the case. Faith-based organizations that meet the same criteria as other nonprofit organizations are eligible for many government grants and contracts. This manual is full of examples of faith-based organizations which have done just that. The key requirement is that a nonprofit should not use government funds to advance specifically religious activities, such as religious worship, religious instruction, or proselytizing. More details on these issues are included at the end of this publication.

The Charitable Choice legislation passed as part of the 1996 welfare reform act has generated a great deal of interest. It was designed to make it easier for faith-based groups to receive federal grants and contracts. **The Charitable Choice provision applies only to programs affected by welfare reform, and HUD programs do not fall into that category.** But the Charitable Choice debate has sparked government at all levels to look to faith-based community development groups as an underutilized resource in meeting community needs.

Faith-based groups thinking about applying for government funds for the first time can get information through the Center for Community and Interfaith Partnerships, from their own denominations, and from local faith-based groups.

What Works in Communities

Annual “*Best Practices in Housing and Community Development*” conferences have become a central element in HUD’s continuing transformation, using the outstanding performance of its best-performing grantees in Housing, Community Planning and Development, Fair Housing and Equal Opportunity, Public and Indian Housing and Policy Development and Research, as resources to enhance the performance of all its grantees.

Just as businesses routinely study the management of highly successful competitors to establish performance benchmarks, community and faith-based organizations have found that one of the best ways to plan new projects or strengthen ongoing work is to study successful programs. Each year HUD identifies select examples of “Best Practices” and convenes all interested nonprofit organizations to meet and learn from their peers, field-tested methods to make measurable contributions to America’s communities.

HUD recognizes outstanding community achievements with its Best Practices seal of approval. A HUD Best Practice is defined as a program or project, management tool, and/or technique that fulfills at least two of the following characteristics:

- Generates a significant positive impact on those it is intended to serve or manage.

- Is replicable in other areas of the country, region, or local jurisdiction.
- Demonstrates the effective use of partnerships among government agencies, non-profit organizations, or private businesses.
- Displays creativity in addressing a problem, and demonstrates effective leveraging of resources.

To find out more about Best Practices awards and conferences or to get a list of Best Practices awardees, call (202) 708-1992 or look for it on the web at <http://www.hud.gov:80/bestpractices/index.html>

HUD Resources

Center for Community and Interfaith Partnerships
U.S. Department of Housing and Urban Development
Office of the Secretary
451 Seventh Street, SW, Room 10286
Washington, DC 20410-3800
Director: Fr. Joseph R. Hacala, S.J.
Tel: 1-800-308-0395
(202) 708-2404
TDD: 1-800-483-2209
Fax: (202) 708-1160
E-mail: Center_for_Communities@hud.gov

HUD Web Site	Address
HUD Home Page	http://www.hud.gov
Center for Community and Interfaith Partnerships	http://www.hud.gov:80/cdc.html
HUD Field Offices	http://www.hud.gov/directory/ascdire3.html
Consolidated Plans	http://www.hud.gov:80/states.html
Community 2020 Software	http://www.hud.gov/adm/2020soft.html .
Best Practices	http://www.hud.gov:80/bestpractices/index.html
Nonprofit Center	http://www.hud.gov/nonprofit.html
Technical Assistance Providers	http://www.hud.gov/cpd/cpdta/taprovid.html
HUD Reading Room	http://www.hud.gov/bshelf1.html
Community Outreach Partnerships Centers Program (COPC)	http://www.hud.gov:80/progdesc/copc.html
Community Connections	http://www.comcon.org

HUD's Clearinghouses

Clearinghouses serve as resources for HUD constituents. Each clearinghouse collects, catalogs, and disseminates information specifically related to that program area.

HUD User
800-245-2691

Fair Housing Information Clearinghouse
800-767-7468 (voice)
800-877-8339 (TTY)

Public and Indian Housing Information Clearinghouse
800-955-2232

Multifamily Complaint Line
800-685-8470

Community Connections
800-998-9999

Drug Information and Strategy Clearinghouse
800-955-2232

Housing Counseling Clearinghouse
888-HOME-4US (888-466-3487)

University Partnerships Clearinghouse
800-245-2691

HUD Contacts

Secretary's Representatives

The Secretary of Housing and Urban Development has a representative in each of the eight regional offices.

GREAT PLAINS

Kansas City Office
400 State Avenue, Room 200
Kansas City, KS 66106-2406
Phone (913) 551-5462 Fax (913) 551-5469

MID-ATLANTIC

Philadelphia Office
The Wanamaker Building 100 Pennsylvania Square, East
Philadelphia, PA 19107-3380
Phone (215) 656-0606 Fax (215) 656-3445

MIDWEST

Chicago Office
Ralph Metcalfe Federal Building
77 West Jackson Boulevard
Chicago, IL 60604-3507
Phone (312) 353-5680 Fax (312) 886-2729

NEW ENGLAND

Boston Office
10 Causeway Street, Rm. 375
Boston, MA 02222-1092
Phone (617) 565-5236 Fax (617) 565-6558

NEW YORK/NEW JERSEY

New York Office
26 Federal Plaza, Suite 3541
New York, NY 10278-0068
Phone (212) 264-1161 Fax (212) 264-3363

NORTHWEST/ALASKA

Seattle Office
909 First Avenue, Suite 200
Seattle, WA 98104-1000
Phone (206) 220-5101 Fax (206) 220-5108

PACIFIC

San Francisco Office 4
50 Golden Gate Avenue
PO Box 36003
San Francisco, CA 94102-3448
Phone (415) 436-6532 Fax (415) 436-6446

ROCKY MOUNTAINS

Denver Office
633 17th Street, 14th Floor
Denver, CO 80202-3607
Phone (303) 672-5440 Fax (303) 672-5004

SOUTHEAST

Atlanta Office
Richard B. Russell Federal Building
75 Spring Street, SW Atlanta, GA 30303-3388
Phone (404) 331-5136 Fax (404) 730-2365

SOUTHWEST

Ft. Worth Office
1600 Throckmorton,
PO Box 2905
Ft. Worth, TX 76113-2905
Phone (817) 978-5965 Fax (817) 978-5567

HUD Field Offices

NEW ENGLAND

Massachusetts State Office

O'Neil Federal Building
10 Causeway Street, Room 375
Boston, MA 02222-1092
PHONE (617) 565-5236
FAX (617) 565-6558

Connecticut State Office
One Corporate Center - 19th Floor
Hartford, CT 06103-3220
PHONE (860) 240-4844
FAX (860) 240-4850

Maine State Office
202 Harlow Street - Chase Bldg. Suite 101
Bangor, ME 04402-1384
PHONE (207) 945-0467
FAX (207) 945-0533

New Hampshire State Office
Norris Cotton Federal Bldg.
275 Chestnut Street
Manchester, NH 03103-2487
PHONE (603) 666-7682
FAX (603) 666-7667

Rhode Island State Office
10 Weybosset Street Sixth Floor
Providence, RI 02903-2808
PHONE (401) 528-5352
FAX (401) 528-5097

Vermont State Office
Room 237 - Federal Building
11 Elmwood Avenue
P.O. Box 879
Burlington, VT 05401-0879
PHONE (802) 951-6290
FAX (802) 951-6298

NEW YORK/NEW JERSEY

New York State Office

New York Area Office
26 Federal Plaza - Suite 3541
New York, NY 10278-0068
PHONE (212) 264-1161
FAX (212) 264-3068

Albany Area Office
52 Corporate Circle
Albany, NY 12203-5121
PHONE (518) 464-4200
FAX (518) 464-4300

Buffalo Area Office
Lafayette Court, 5th Floor
465 Main Street
Buffalo, NY 14203-1780
PHONE (716) 551-5733
FAX (716) 551-5752

New Jersey State Office
Newark Office
13th Floor
One Newark Center
Newark, NJ 07102-5260
PHONE (973) 622-7619
FAX (973) 645-2323

Camden Area Office
Hudson Bldg. 2nd Floor
800 Hudson Square
Camden, NJ 08102-1156
PHONE (609) 757-5081
FAX (609) 757-5373

Syracuse, NY
128 Jefferson Street
Syracuse, NY 13202
PHONE (315) 477-0616
FAX (315) 477-0196

New York State Office
26 Federal Plaza, Suite 3541
New York, NY 10278-0068
PHONE (212) 264-1161

MID-ATLANTIC

Pennsylvania State Office
Philadelphia Office
The Wanamaker Building
100 Penn Square, East
Philadelphia, PA 19107-3380
PHONE (215) 656-0600
FAX (215) 656-3445

Pittsburgh Area Office
339 Sixth Avenue - Sixth Floor
Pittsburgh, PA 15222-2515
PHONE (412) 644-5945
FAX (412) 644-4240

Delaware State Office
One Rodney Square
920 King Street, Suite 404
Wilmington, DE 19801-3016
PHONE (302) 573-6300
FAX (302) 573-6259

Maryland State Office
Baltimore Office, 5th Floor
10 South Howard Street
Baltimore, MD 21201-2505
PHONE (410) 962-2520
FAX (410) 962-1849

Virginia State Office
Richmond Office
3600 West Broad Street
Richmond, VA 23230-4920
PHONE (804) 278-4500
FAX (804) 278-4603

Washington, DC Office
820 First Street NE Suite 300
Washington, DC 20002-4205
PHONE (202) 275-9200
FAX (202) 275-9212

West Virginia State Office
405 Capitol Street, Suite 708
Charleston, WV 25301-1795
PHONE (304) 347-7036
FAX (304) 347-7050

SOUTHEAST/CARIBBEAN

Georgia State Office
40 Marietta Street - Five Points Plaza
Atlanta, GA 30303-2806
PHONE (404) 331-4111
FAX (404) 730-2392

Alabama State Office
Beacon Ridge Tower
600 Beacon Parkway West, Room. 300
Birmingham, AL 35209-3144
PHONE (205) 290-7617
FAX (205) 290-7593

Caribbean Office
171 Carlos E. Chardon Avenue
San Juan, PR 00918-0903
PHONE (787) 766-5201
FAX (787) 766-5995

Kentucky State Office
601 West Broadway, PO Box 1044
Louisville, KY 40201-1044
PHONE (502) 582-5251
FAX (502) 582-6074

Florida State Office
909 South East First Avenue, Room 500

Miami, FL 33131
PHONE (305) 536-5676
FAX (305) 536-5765

Jacksonville Area Office
301 West Bay Street, Suite 2200
Jacksonville, FL 32202-5121
PHONE (904) 232-2627
FAX (904) 232-3759

Orlando Area Office
3751 Maguire Boulevard, Room 270
Orlando, FL 32803-3032
PHONE (407) 648-6441
FAX (407) 648-6310

Tampa Area Office
500 Zack Street, Suite 402
Tampa, FL 33602
PHONE (813) 228-2504
FAX (813) 228-2431

Mississippi State Office
McCoy Federal Building
100 W. Capitol Street, Room 910
Jackson, MS 39269-1096
PHONE (601) 965-4700
FAX (601) 965-4773

North Carolina State Office
Koger Building
2306 West Meadowview Road
Greensboro, NC 27401-3707
PHONE (336) 547-4001
FAX (336) 547-4138

South Carolina State Office
1835 Assembly Street
Columbia, SC 29201-2480
PHONE (803) 765-5592
FAX (803) 253-3040

Tennessee State Office
235 Cumberland Bend Drive, Suite 200
Nashville, TN 37228-1803
PHONE (615) 736-5213
FAX (615) 736-2018

Knoxville Area Office
710 Locust Street, SW
Knoxville, TN 37902-2526
PHONE (423) 545-4384
FAX (423) 545-4569

Memphis Area Office
200 Jefferson Avenue, Suite 1200
Memphis, TN 38103-2335
PHONE (901) 544-3367
FAX (901) 544-3697

MIDWEST

Illinois State Office
Ralph Metcalfe Federal Building
77 West Jackson Boulevard
Chicago, IL 60604-3507
PHONE (312) 353-5680
FAX (312) 886-2729

Springfield Area Office
320 West Washington 7th Floor
Springfield, IL 62707
PHONE: (217) 492-4120
FAX (217) 492-4154

Indiana State Office
151 North Delaware Street, Suite 1200
Indianapolis, IN 46204-2526
PHONE (317) 226-7034
FAX (317) 226-6317

Michigan State Office
477 Michigan Avenue
Detroit, MI 48226-2592

PHONE (313) 226-7900
FAX (313) 226-5611

Flint Area Office
605 North Saginaw Street, Room 200
Flint, MI 48502-1953
PHONE (810) 766-5112
FAX (810) 766-5122
Grand Rapids Area Office
Trade Center Building
50 Louis Street, N.W.
Grand Rapids, MI 49503-2648
PHONE (616) 456-2125
FAX (616) 456-2191

Minnesota State Office
220 Second Street, South
Minneapolis, MN 55401-2195
PHONE (612) 370-3000
FAX (612) 370-3220

Ohio State Office
200 North High Street
Columbus, OH 43215-2499
PHONE (614) 469-2540
FAX (614) 469-2432

Cincinnati Area Office
525 Vine Street, Suite 700
Cincinnati, OH 45202-3188
PHONE (513) 684-2967
FAX (513) 684-6224

Cleveland Area Office
1350 Euclid Avenue, Suite 500
Cleveland, OH 44115-1815
PHONE (216) 522-4058
FAX (216) 522-4067

Wisconsin State Office
310 West Wisconsin Avenue, Room 1380
Milwaukee, WI 53203-2289

PHONE (414) 297-3214
FAX (414) 297-3947

SOUTHWEST

Texas State Office
HUD Ft. Worth Office
801 Cherry Street, PO Box 2905
Ft. Worth, TX 76113-2905
PHONE (817) 978-9000
FAX (817) 978-9011

Dallas Area Office
525 Griffin Street, Room 860
Dallas, TX 75202-5007
PHONE (214) 767-8300
FAX (214) 767-8973

Houston Area Office
2211 Norfolk #200
Houston, TX 77098-4096
PHONE (713) 313-2274
FAX (713) 313-2319

Lubbock Area Office
1205 Texas Avenue, Room. 511F
Lubbock, TX 79401-4093
PHONE (806) 472-7265
FAX (806) 472-7275

San Antonio Area Office
800 Dolorosa
San Antonio, TX 78207-4563
PHONE (210) 475-6806
FAX (210) 472-6804

Arkansas State Office
425 West Capitol Avenue #900
Little Rock, AR 72201-3488
PHONE (501) 324-5401
FAX (501) 324-6142

Louisiana State Office
Hale Boggs Bldg.
501 Magazine Street, 9th Floor
New Orleans, LA 70130-3099
PHONE (504) 589-7201
FAX (504) 589-6619

Shreveport Area Office
401 Edwards Street, Room. 1510
Shreveport, LA 71101-3289
PHONE (318) 676-3440
FAX (318) 676-3407
New Mexico State Office
625 Silver Avenue SW, Suite 100
Albuquerque, NM 87102-3185
PHONE (505) 346-6463
FAX (505) 346-6704

Oklahoma State Office
500 W. Main Street, Suite 400
Oklahoma City, OK 73102-2233
PHONE (405) 553-7500
FAX (405) 553-7588

Tulsa Area Office
50 East 15th Street
Tulsa, OK 74119-4030
PHONE (918) 581-7496
FAX (918) 581-7440

GREAT PLAINS

Kansas State Office
400 State Avenue, Room 200
Kansas City, KS 66101-2406
PHONE (913) 551-5462
FAX (913) 551-5469

Iowa State Office
210 Walnut Street, Room 239
Des Moines, IA 50309-2155
PHONE (515) 284-4573

FAX (515) 284-4743

Nebraska State Office
10909 Mill Valley Road, Suite 100
Omaha, NE 68154-3955
PHONE (402) 492-3103
FAX (402) 492-3150

Missouri State Office
1222 Spruce Street #3207
St. Louis, MO 63103-2836
PHONE (314) 539-6560
FAX (314) 539-6384

ROCKY MOUNTAINS

Colorado State Office
633 17th Street, 14th Floor
Denver, CO 80202-3607
PHONE (303) 672-5440
FAX (303) 672-5004

Montana State Office
7 West 6th Ave
Helena, MT 59601
PHONE (406) 449-5050
FAX (406) 441-1292

North Dakota State Office
657 Second Avenue North, Room 366
Fargo, ND 58108
PHONE (701) 239-5040
FAX (701) 239-5249

South Dakota State Office
2400 West 49th Street, Room. I-201
Sioux Falls, SD 57105-6558
PHONE (605) 330-4223
FAX (605) 330-4428

Utah State Office
257 East, 200 South, Room. 550

Salt Lake City, UT 84111-2048
PHONE (801) 524-3574
FAX (801) 524-3439

Wyoming State Office
100 East B Street, Room 4229
Casper, WY 82601-1969
PHONE (307) 261-6251
FAX (307) 261-6245

PACIFIC/HAWAII

California State Office
450 Golden Gate Avenue
San Francisco, CA 94102-3448
PHONE (415) 436-6532
FAX (415) 436-6446

Fresno Area Office
2135 Fresno Street, Suite 100
Fresno, CA 93721-1718
PHONE (559) 487-5032
FAX (559) 487-5191

Los Angeles Area Office
611 W. Sixth Street, Suite 800
Los Angeles, CA 90017
PHONE (213) 894-8007
FAX (213) 894-8110

Sacramento Area Office
925 L Street
Sacramento, CA 95814
PHONE (916) 498-5220
FAX (916) 498-5262

San Diego Area Office
Symphony Towers
750 B Street, Suite 1600
San Diego, CA 92101-8131
PHONE (619) 557-5310
FAX (619) 557-5312

Santa Ana Area Office
1600 N. Broadway, Suite 100
Santa Ana, CA 92706-3927
PHONE (888) 827-5605
FAX (714) 796-5577

Arizona State Office
400 North Fifth Street, Suite 1600
Phoenix, AZ 85004-2361
PHONE (602) 379-4434
FAX (602) 379-3985

Tucson Area Office
33 North Stone Avenue #700
Tucson, AZ 85701-1467
PHONE (520) 670-6000
FAX (520) 670-6207

Hawaii State Office
7 Waterfront Plaza
500 Ala Moana Blvd. #500
Honolulu, HI 96813-4918
PHONE (808) 522-8175
FAX (808) 522-8194

Nevada State Office
333 N. Rancho Drive - Atrium Bldg. Suite 700
Las Vegas, NV 89106-3714
PHONE (702) 388-6208/6500
FAX (702) 388-6244

Reno Area Office
3702 S. Virginia Street
Reno, NV 89502-6581
PHONE (775) 784-5356
FAX (775) 784-5066

NORTHWEST/ALASKA

Washington State Office

909 First Avenue, Suite 200
Seattle, WA 98104-1000
PHONE (206) 220-5101
FAX (206) 220-5108

Spokane Area Office
US Courthouse Bldg.
920 W. Riverside, Suite 588
Spokane, WA 99201-1010
PHONE (509) 353-0674
FAX (509) 353-0682

Alaska State Office
949 East 36th Avenue, Suite 401
Anchorage, AK 99508-4399
PHONE (907) 271-4170

FAX (907) 271-3778

Idaho State Office
Plaza IV, Suite 220
800 Park Boulevard
Boise, Idaho 83712-7743
PHONE (208) 334-1990
FAX (208) 334-9648

Oregon State Office
400 SW 6th Avenue #700
Portland, OR 97204-1632
PHONE (503) 326-2561
FAX (503) 326-2568

Resources Outside of HUD

COMMUNITY ORGANIZING NETWORKS

Association of Communitites for Reform Now

www.acorn.org

202-547-2500

Industrial Areas Foundation

www.tresser.com/IAF.htm

312-245-9211

Pacific Institute for Community Organization

www2.whitehouse.gov/Initiatives/OneAmerica/Practices/pp_19980930.6405.html

510-655-2801

TECHNICAL ASSISTANCE

The Coalition for Low Income Community Development (CLICD)

www.clicd.org

410-752-7222

The Congress of National Black Churches

www.cnbc.org

202-371-1091

The Gamaliel Foundation

www.gamaliel.org

312-357-2639

Housing Assistance Council

www.ruralhome.org

202-842-8600

National Low Income Housing Association

www.nlihc.org

202-662-1530

FUNDING

For those organizations that do not qualify for HUD funding or seek additional funding, the following is a list of examples of alternative funding sources. The following is not a comprehensive list, but provides contact information for many outside resources.

FAITH-BASED FUNDING

Catholic Charities USA
www.catholiccharitiesusa.org 703-549-1390

The Congress of National Black Churches
www.cnbc.org 202-371-1091

Habitat for Humanity International
www.habitat.org 202-628-9171

Interfaith Center on Corp. Responsibility
www.domini.com/ICCR.html 212 870-2295

Jewish Fund for Justice
www.jfjustice.org 212-213-2113

McAuley Institute
www.bhconline.org/mcauley 301-588-8110

Mercy Housing
www.bhconline.org/mercyhousing/mercyhousing.htm 303-830-3300

Presbyterian Church Foundation
www.pcusa.org/fdn 812-288-8841

COMMUNITY DEVELOPMENT FINANCE INSTITUTIONS

Bank of America
www.bankofamerica.com 1-800-263-2055

Community Capital Bank
www.communitycapitalbank.com/ 718-802-1212

National Community Capital Association
www.cdfi.org/nacdlf.html 215-923-4754

National Congress for Community Economic Development
www.ncced.org 202-289-9020

South Shore Bank
www.sbk.com 800-6697725

FOUNDATIONS

The Foundation Center www.fdncenter.org	800-424-9836
Annie E. Casey Foundation (MD) www.aecf.org	410-547-6600
The David & Lucile Packard Foundation (CA) www.packfound.org	650-948-7658
The Enterprise Foundation (MD) www.enterprisefoundation.org	410-964-1230
The Ford Foundation (NY) www.fordfound.org	212-573-5000
John D. and Catherine T. MacArthur Foundation (IL) www.macfdn.org	312-726-8000
John S. and James L. Knight Foundation (FL) www.knightfdn.org	305-908-2600
Kellogg Foundation (MI) www.wkkf.org	616-968-1611
Lily Endowment, Inc. (IN)	317-924-5471
McKnight (MN) www.mcknight.org	612-333-4220
Pew Charitable Trusts (PA) www.pewtrusts.com	215-575-9050
The Robert Wood Johnson Foundation (NJ) www.rwjf.org	609-452-8701
Rockefeller Foundation (NY)	

www.rockfound.org 212-869-8500

Surdna Foundation (NY)
www.surdna.org 212-557-0010

The William and Flora Hewlett Foundation (CA)
www.hewlett.org 650-329-1070

CORPORATE GRANTMAKERS

The AT&T Foundation (NY)
www.att.com/foundation 212-387-5352

Bankers Trust Co. (recently acquired by Deutsche Bank)
www.bankerstrust.com/corpcomm 212-250-2500

Chase Manhattan Foundation (NY)
www.chase.com 800-CHASE24

Ford Motor Company Fund (MI)
www.ford.com 888-313-0102

J.P. Morgan & Co. (NY)
www.jpmorgan.com/CorpInfo 212-483-2323

Metropolitan Life (NY)
www.metlife.com 212-966-8881
212-578-6272

Prudential Insurance Co. of America (NJ)
www.prudential.com/community 732-663-0722

SBC Foundation (TX)
www.sbc.com/community 800-591-9663

Wal-Mart Foundation (AR)
www.walmartfoundation.org 800-966-6546

California Community Foundation
www.calfund.org 213-413-4130

Cleveland Foundation (OH) www.clevelandfoundation.org	216-861-3810
Greater Kansas City Community Foundation (MO) www.gkccf.org	816-842-0944
New York Community Trust (NY) www.nyct-cfi.org	212-686-0010
San Francisco Foundation (CA) www.sff.org	415-733-8500
PUBLIC CHARITIES	
Catholic Campaign for Human Development (DC) www.nccbuscc.org	202-541-3000
Enterprise Foundation (MD) www.enterprisefoundation.org	410-964-1230
Lutheran Church-Missouri Synod Foundation www.lfnd.org	800-325-7912
The United Way www.unitedway.org	800-411-8929

Surfing the Web: Community Development Information at Your Fingertips

Administration for Children & Families Welfare Reform	www.acf.dhhs.gov/news/welfare/wr
Bethel New Life	www.beijing.dis.anl.gov/cavallo/bethel/bethel.htm
Catholic Charities USA	www.catholiccharitiesusa.org
Center for Excellence for Sustainable Development	www.sustainable.doe.gov/
Community Career Center	www.nonprofitjobs.org
Community Development Society	www.comm-dev.org/
Council for Urban Economic Development	www.cued.org/about/

Fannie Mae Foundation	www.fanniemaefoundation.org/home.htm
GuideStar	www.guidestar.org
Habitat for Humanity International	www.habitat.org
Horizon On-Line Magazine	www.horizonmag.com
Internet Nonprofit Center	www.nonprofits.org
National Association of Development Organizations	www.nado.org
National Association of Housing & Redevelopment Officials	www.nahro.org
National Committee for Responsive Philanthropy	www.ncrp.org/interest/links.htm
National Low Income Housing Corporation	www.nlihc.org
National Congress for Community Economic Development	www.ncced.org
Neighborworks Network	www.nw.org
New Community Corporation	www.newcommunity.org
Teen Challenge	www.teenchallenge.com
The Bresee Foundation	www.bresee.com
The Enterprise Foundation	www.enterprisefoundation.org
The Foundation Center	www.fdncenter.org
The US Dept. of Housing and Urban Development	www.hud.gov
The US Dept. of Human Services	www.hhs.gov
Coalition for Low Income Community Development	www.clcd.org
Local Initiatives Support Corporation	www.liscnet.org

Links: www.links2go.com/topic/Housing-and-Community-Development

SEPARATION OF CHURCH AND STATE IN HUD PROGRAMS

The faith community has long been one of the leaders in assisting homeless persons and families and in providing affordable housing for poor people, especially special populations like the elderly and disabled. HUD is proud to be a partner in making assistance available for these purposes. But special consideration attends participation by the Faith Community.

The First Amendment to the United States Constitution states that “Congress shall make no law respecting an establishment or religion, or prohibiting the free exercise thereof.” These two purposeful provisions—the Establishment Clause and the Free Exercise Clause—may sometimes seem in tension. Working them out requires careful, principled commitment. For purposes of the role of the Faith Community in HUD assistance programs, the Establishment Clause is generally the requirement that must be addressed.

Supreme Court cases have established that an organization’s religious affiliations do not constitutionally disqualify it from participating equally in a governmental program that provides grants to religious and nonreligious entities alike on a neutral basis, where the criteria for funding are neutral and secular. However, a government may not choose to fund a particular organization because it is religious in character or because of its religious affiliations, and may not prefer religious organizations over others, e.g., by setting aside a particular portion of funds for them. Moreover, a government may not prefer certain religious denominations or organizations over others for funding, except on the basis of secular criteria unrelated to the organizations’ religious affiliations or tenets.

Thus, in the case of HUD funding to private organizations to enable them to provide services to people in need, such funding may be provided to religiously affiliated organizations. Such organizations must not, however, use HUD aid to advance specifically religious activities – such as religious worship, religious instruction, or proselytizing – in an otherwise substantially secular setting. HUD may, in other words, subsidize a religious organization’s secular program providing, for example, food and shelter to the homeless so long as that program can be meaningfully and reasonably separated from the organization’s sectarian activities. In particular, HUD must ensure that the organization’s privately-funded religious activities are not offered as part of its government-funded program and that the government-funded program is not used as a device to involve the participants in religious activities. The government may not provide funding directly to organizations in which secular activities cannot be separated from sectarian ones, because where secular and sectarian activities are inextricably

intertwined, the provision of direct financial aid invariably will support religious activity. In addition, HUD expressly requires providers to agree not to discriminate on the basis of religion in hiring or in the provision of services.

Certain HUD programs involve aid to private organizations, including religiously affiliated organizations, to improve real property that is to be used for, e.g., housing assistance for the elderly and the disabled. The facilities and structures that are improved with such aid must not be used for sectarian instruction or as a place for religious worship.

As indicated above, the other side of the religious component of the First Amendment is the Free Exercise Clause. HUD is sensitive to this branch of the law. One way HUD helps in this respect relates to issues concerning the occasional and incidental use of community space for religious purposes in federally assisted public housing and section 202 and 811 projects for the elderly and disabled. The general HUD policy is that community space may be made available for purposes of interest to residents, including religious purposes, so long as the space is made available to all residents in the same manner.

HUD looks forward to continuing the shared mission of both government and the churches to lessen the hurt of poverty and homelessness and to move toward eradicating them.

Glossary of Terms

The following is a list of terms that will be helpful for community and faith-based organizations. For a more comprehensive glossary of HUD terms please visit our website at <http://www.hud.gov:80/cfo/glossary.html>.

Brownfields: Abandoned, idled, or under-used industrial and commercial facilities where expansion or redevelopment is complicated by real or perceived environmental contamination. Environmental Protection Agency web site at www.epa.gov/swerosps/bf/glossary.html.

Brownfields Economic Development Initiative (BEDI): BEDI grants enhance the security or improve the viability of a project financed with new Section 108 guaranteed loan authority. HUD intends BEDI and Section 108 funds to finance projects and activities that will provide near-term results and demonstrable economic benefits, such as job creation and increases in the local tax base. HUD web site at www.hud.gov/bedifact.html.

Brownfields Redevelopment Initiative (BRI): An interagency initiative to address the financial and legal risks of cleaning up and redeveloping brownfields. To attract private financing, HUD brings together four existing types of assistance that communities can use to clean up and revitalize potentially contaminated sites: annual formula grants allocated through Community Development Block Grants; lower interest loan guarantee authority through the Section 108 Loan Guarantee program; accompanying competitive grants through the Brownfields Economic Development Initiative program; and additional competitive grants provided through the Lead-Based Paint Hazard Control program. HUD web site at www.hud.gov:80/progdesc/brownf.html.

Community Builders (CB): People selected to receive training at Harvard and HUD before working in two-to-four year temporary fellowships. Community Builders are trained in all aspects of HUD operations to serve as team builders, fostering partnerships and innovation inside and outside the agency.

Community Development Block Grant Program (CDBG): Authorized by the Housing and Community Development Act of 1974 replacing several community development categorical grant programs. CDBG provides eligible metropolitan cities and urban counties (called "entitlement communities") with annual direct grants that they can use to revitalize neighborhoods, expand affordable housing and economic opportunities, and/or improve community facilities and services, principally to benefit low- and moderate-income persons.

Community and Housing Development Organization (CHDO): A federally defined type of nonprofit housing provider that must receive a minimum of 15 percent of all Federal HOME Investment Partnership funds. The primary difference between CHDO and other nonprofits is the level of low-

income resident participation on the Board of Directors.

Community Development Finance Institutions: Membership associations comprised of nonprofit groups that invest in low-income communities. Community Development Finance Institutions borrow money from investors and finance the construction and renovation of housing, the start-up and expansion of businesses, and the provision of community services.

Community Housing Resource Board (CHRB): An organization composed of representatives of various groups having an interest in fair housing and equal opportunity, to assist with voluntary compliance with fair housing law.

Comprehensive Grant Program (CGP): HUD grant program via an annual formula to large public housing authorities to modernize public housing units.

Comprehensive Homeless Assistance Plan (CHAP): Plans, required by law, which are submitted by states and local governments to the Secretary for approval before HUD assistance for the homeless can be made available.

Comprehensive Improvement Assistance Program (CIAP): Program to provide funds to Public Housing Agencies to modernize public housing units.

Consolidated Plan: Developed by local and state governments with the input from citizens and community groups, the Consolidated Plan serves four functions: 1) it is a planning document for each state and community, built upon public participation and input; 2) it is the application for funds under HUD's formula grant programs (CDBG, HOME, ESG, and HOPWA); 3) it lays out local priorities; and 4) it lays out a 3-5 year strategy the jurisdiction will follow in implementing HUD programs.

Continuum of Care: A program to help more than 330,000 homeless Americans get housing, job training, child care, and other services. The Continuum of Care, which is the centerpiece of the federal policy on homelessness, stresses permanent solutions to homelessness through comprehensive and collaborative community planning. In 1997, the Continuum of Care was one of 25 finalists, out of 1400 competitors, for the prestigious Innovations in American Government Award that is awarded by the Ford Foundation and the Kennedy School of Government at Harvard University.

Earmarking: 1) Dedicating collections by law for a specific purpose or program. These include offsetting collections credited to Appropriation accounts. 2) Dedicating appropriations for a particular purpose.

Emergency Shelter Grant (ESG): A Federal grant program designed to help improve the quality of existing emergency shelters for the homeless, to make available additional shelters, to meet the costs of operating shelters, to provide essential social services to homeless individuals, and to help prevent

homelessness.

Empowerment Zones and Enterprise Communities (EZ/EC): Designated low-income areas targeted to receive tax incentives, performance grants, and loans in order to create jobs, expand business opportunities, and support people looking for work. Initially authorized by Title XIII of the Omnibus Budget Reconciliation Act of 1993 (the Statute), additional EZ/ECs were authorized by the Taxpayer Relief Act of 1997. HUD web site at www.hud.gov:80/progdesc/ezec.html.

Fair Housing Act: Legislation first enacted in 1968 and expanded by amendments in 1974 and 1988, which provides the Secretary with investigation and enforcement responsibilities for fair housing practices. Prohibits discrimination in housing and lending based on race, color, religion, sex, national origin, handicap, or familial status.

Fair Housing Assistance Program (FHAP): A Program to assist state and local agencies and community housing resources boards in processing Fair Housing Act complaints.

Fair Housing Initiatives Program (FHIP): A Program to assist states, local agencies, fair housing groups, and community housing resource boards in bringing public and private efforts together to combat housing discrimination.

Fair Market Rents (FMR): Rent Schedules published in the Federal Register which establish maximum eligible rent levels allowed under the Housing Choice Voucher program by geographic area.

Federal Home Loan Mortgage Corporation (Freddie Mac): A federally chartered stockholder owned corporation which supports the secondary market for conventional mortgages.

Federal Housing Administration (FHA): An insuring entity established by legislation, administered by the Assistant Secretary for Housing, who is responsible for the Department's various mortgage insurance programs.

FHA Fund: This fund is comprised of four separate funds to finance specific FHA mortgage insurance programs: Mutual Mortgage Insurance Fund (MMI), Cooperative Management Housing Insurance Fund (CMHI), General Insurance Fund (GI), and Special Risk Insurance Fund (SRI).

Healthy Homes for Healthy Children: A new life-saving initiative to help parents protect their children from potentially deadly hidden dangers in their homes. TV home improvement expert Bob Vila appears in television and print ads that tell parents how to make their homes safe from injury. www.hud.gov/hhchild.html.

HOME: Provides funds to local governments and states for new construction, rehabilitation, acquisition of standard housing, assistance to homebuyers, and tenant-based rental assistance.

HOPE VI: HOPE VI, or the Urban Revitalization Program, enables demolition of obsolete public housing, revitalization of public housing sites and distribution of supportive services to the public housing residents affected by these actions.

Housing Assistance Council (HAC): A private organization which provides funds, training, and other types of assistance to nonprofit groups to facilitate construction of lower-income housing in rural areas.

Housing Assistance Plan (HAP): Housing Plans required of recipients of block grant funds. The Housing and Community Development Act of 1974 required that assisted housing program funds, including Housing Choice Voucher assistance, be distributed on the basis of HAPs.

Housing Choice Vouchers: Formerly known as Section 8.

Housing for the Elderly and Handicapped: Program authorized by Section 202 of the National Housing Act. This program provides direct Federal loans to nonprofit sponsors for construction and mortgage financing of housing for elderly and handicapped.

Low Income Housing Tax Credits (LIHTC): A way of obtaining financing to develop low-income housing. Government programs provide dollar-for-dollar credit toward taxes owed by the housing owner. These tax credits can be sold, or used to back up bonds that are sold, to obtain financing to develop the housing.

Multifamily Assisted Housing Reform and Affordability Act of 1997 (MAHRA): A legislative act enacted to preserve low-income rental housing affordability while reducing the long-term costs of Federal rental assistance, including project-based assistance, and minimizing the adverse effect on the FHA insurance funds. HUD established the Office of Multifamily Housing Assistance Restructuring (OMHAR) to administer the Mark-to-Market program and to implement the requirements of the act.

National Association of Real Estate Brokers (:NAREB): The oldest minority trade association in America founded in 1947 on the principle that all citizens have the right to equal housing opportunities, regardless of race, creed, or color. Internet Site: www.nareb.com

National Homeownership Foundation (NHF): An organization which encourages private and public organizations at the national, state, and local levels to provide increased homeownership opportunities in urban and rural areas for low-income families.

National League of Cities (NLC): The country's largest and most representative organization serving municipal governments. Founded in 1924, today its direct members include 49 state municipal leagues and 1,500 communities of all sizes. Through the membership of the state municipal leagues, NLC represents more than 18,000 municipalities. www.nlc.org.

National Tenants Organization (NTO): Organization which represents tenants in subsidized housing.

Native American Housing Assistance and Self-Determination Act of 1996 (NAHASDA):

Legislation enacted on October 26, 1996. NAHASDA reorganizes the system of Federal housing assistance to Native Americans by eliminating several separate programs of assistance and replacing them with a single block grant program. In addition to simplifying the process of providing housing assistance, the purpose of NAHASDA is to provide Federal assistance for Indian tribes in a manner that recognizes the right of Indian self-determination and tribal self-governance.

Notice of Funding Availability (NOFA): Published in the Federal Register to announce competitive funding programs.

Officer Next Door: A HUD Program designed to revitalize distressed neighborhoods by encouraging police officers to live in them. The homes have been acquired through foreclosure on defaulted mortgages insured by the Federal Housing Administration (FHA) at half off the FHA-listed price. Each participating officer signs a contract agreeing to live in the home at least three years. Those who receive an FHA-insured mortgage can buy homes with a down payment of as little as \$100. Working with local elected officials, HUD designates neighborhoods as revitalization areas -- of which there are now over 500 -- for participation. The neighborhoods are typically in low- and moderate-income areas, have many vacant properties, and often have high crime rates, but are considered good candidates for economic development and improvement. HUD web site at www.hud.gov/pressrel/pr98-460.html.

Public Housing Agency (PHA): Organization created by local government which administers HUD's Low-Income Public Housing Program and other HUD programs.

Public Housing Authority Directors' Association (PHADA): A professional trade association representing local housing authorities from across America. The association was founded in 1979 and now represents nearly 1,700 members. PHADA serves as liaison between its membership, the Department of Housing and Urban Development and the United States Congress. PHADA Webpage at www.webcom.com/house.

Real Estate Settlement Procedures Act (RESPA): Requires that all borrowers under Federal mortgage loan or insurance programs must receive specified information regarding the loan transaction.

Request for Proposals (RFP): A RFP is the instrument used to solicit proposals/offers for proposed contracts using the negotiated procurement method.

Section 8: Housing Assistance Payments Program, authorized by the Housing and Community Development Act of 1974. Section 8 vouchers have been renamed housing choice vouchers.

Section 106a: Technical assistance to nonprofit sponsors of Federally-assisted housing programs and counseling to tenants and homeowners, authorized by the Housing and Urban Development Act of

1968.

Section 106b: Loans to nonprofit sponsors of Federally-assisted housing programs, authorized by the Housing and Urban Development Act of 1968.

Section 202: Loans for the construction or rehabilitation of housing for the Elderly and Handicapped, authorized by the Housing Act of 1950.

Sec. 202 Mandatory Conversion: Requires Public Housing Authorities to demolish or sell certain public housing units which cannot be reasonably operated or revitalized due to their deteriorated condition.

Section 203: Basic Single Family housing mortgage insurance.

Section 207: Basic Multifamily housing mortgage insurance.

Section 221 (d) (2): Mortgage insurance on Single Family housing for low- and moderate-income families.

Section 221 (d) (3): Mortgage insurance on Multifamily housing for low- and moderate-income families.

Section 223 (e): Mortgage insurance for housing in older declining neighborhoods.

Section 223 (f): Mortgage insurance for refinancing of existing Multifamily housing.

Section 231: Mortgage insurance for housing constructed or rehabilitated primarily for elderly persons.

Section 235: Mortgage insurance and interest subsidies for low- and moderate-income home buyers.

Section 236: Rental and cooperative housing subsidies and mortgage insurance to reduce mortgage interest costs on rental units for lower income families.

Section 312: Rehabilitation Loan Program which provides low-interest loans for the rehabilitation of housing in certain Federally-aided areas.

Self-Help Homeownership Opportunity Program (SHOP): The Self-Help Homeownership Opportunity Program enables families to become homeowners with an investment of "sweat equity" – contributing their own labor to help with such tasks as painting, landscaping, carpentry and roofing. HUD grants will provide subsidies averaging \$10,000 to lower the price of each home. Families unable to afford a home and having incomes below 80 percent of the area median income are eligible to receive HUD assistance under SHOP. HUD web site at

hudweb.hud.gov/focus/current/jul01foc.htm

Single-Room Occupancy (SRO): The Section 221(d) program provides mortgage insurance for multifamily properties consisting of single-room occupancy (SRO) apartments. These apartments are intended for people--usually a single person--who have a source of income but are priced out of the rental apartment market. HUD Web site @ www.hud.gov:80/progdesc/221d--df.html.

Small Business Administration (SBA): The SBA offers a wide variety of assistance to small and small disadvantaged businesses. HUD contracting offices work closely with the SBA in seeking small business suppliers. Local SBA offices frequently can direct firms to agencies that purchase the products they offer. The SBA can also provide names and addresses of prospective military and civilian agency customers. Information about the SBA's programs and services are available for the internet at: SBA Web site at www.sba.gov.

Storefront Offices: Storefront Offices are HUD offices that have been moved to the street corner where people can come in and use computers to obtain the latest information about home loans, housing assistance, and job creation programs. Storefront Offices replace some HUD offices that are hidden from the public in high-rise Federal Buildings. HUD web site at www.hud.gov:80/storefront/.

Supportive Housing Program (SHP): The Supportive Housing Program promotes the development of supportive housing and supportive services, including innovative approaches that assist homeless persons in the transition from homelessness and enable them to live as independently as possible. SHP funds may be used to provide transitional housing, permanent housing for persons with disabilities, innovative supportive housing, supportive services, or safe havens for the homeless.

Tribally Designated Housing Entities (TDHE): NAHASDA defines a "Tribally Designated Housing Entity " as " an existing IHA"- unless the Tribe authorizes another entity to receive grant amounts and provide affordable housing for Indians. A TDHE may be authorized or established by one or more Indian tribes to act on behalf of each such tribe authorizing or establishing the housing entity.

Urban Revitalization Demonstration: Original name of the HOPE VI program.

Youthbuild: A HUD initiative that funds programs that help young high-school dropouts obtain education, employment skills, and meaningful on-site work experience in a construction trade. HUD Website @ www.hud.gov:80/progdesc/youthb.html.